

Baltimore Regional Transportation Board

The logo for VISION 2030, featuring the word "VISION" in white, a small orange dot, and the year "2030" in white, all on a dark blue background with faint circular patterns.

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

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Edge Research is a Washington, D.C.-based, full service market research company. Edge Research conducted the vision's preliminary focus groups and the regional phone survey.

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The ESC is a New York-based firm specializing in 3-D Geographical Information Systems. The ESC prepared the 3D models, which were used to depict the development scenarios presented at the Vision 2030 public meetings.

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RCI is a minority-owned Maryland firm that specializes in community relations and event planning. RCI performed the community outreach for and managed the Vision 2030 public meetings.

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Smart Mobility, Inc.

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TBC is a Baltimore-based full-service advertising and public relations agency. TBC managed public relations for Vision 2030.

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This report is the result of the efforts of the Baltimore region's community and of the Vision 2030 Oversight Committee whose members' signatures in support of the report are represented below.

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Part I: Introduction to the Vision Process

VISION 2030: SHAPING THE REGION'S FUTURE TOGETHER

Preface

The report for Vision 2030: Shaping the Region's Future Together is divided in two parts: the report itself and 11 appendices.

The report and appendices give a full account of each step of the extensive public involvement process set in motion to develop Vision 2030 and to support the vision's recommendations.

Outline of report

The report is divided in two parts. Part 1: Introduction to the Vision Process is divided in two chapters and includes this Preface and Steps and Methodology. Part 2: Visions and Strategies consists of eight chapters and includes all vision statements and strategies developed by the Oversight Committee work groups based on the ideas gathered from participants in the regional public meetings.

Appendices

In the course of Vision 2030, the ACP team produced interim reports that provide detailed information on the results of each step of the process. These reports have been included in 11 Appendices divided as follows:

- Appendix 1: Focus Groups
- Appendix 2: Strengths and Weaknesses
- Appendix 3: Regional Trends
- Appendix 4: Regional Workshop
- Appendix 5: Core Values and Principles

- Appendix 6: Prototypical Development Patterns
- Appendix 7: Creating Models
- Appendix 8: Regional Public Meetings
- Appendix 9: Vision Statements, Strategies, and Action Steps
- Appendix 10: Regional Phone Survey
- Appendix 11: Community Choices

References to the 11 appendices are made throughout the report's text.

Background

Vision 2030: Shaping the Region's Future Together is an initiative of the Baltimore Regional Transportation Board (BRTB), the federally mandated Metropolitan Planning Organization for the Baltimore region, with the support of the Baltimore Metropolitan Council, a private non-profit regional planning agency. Additional funding for Vision 2030 was provided by the Baltimore Regional Partnership, an alliance of civic and environmental groups that work on a common agenda to enhance the Baltimore area's quality of life through community revitalization and environmental protection.

ACP – Visioning & Planning (ACP) has been the lead consultant for the project. ACP is a New York-based planning firm that specializes in conducting regional visions. In addition, five subconsultants contributed to various aspects of the process. The text refers to the consultants as the ACP team. Subconsultant members of the ACP team are:

- The Environmental Simulation Center (ESC) – ESC prepared the 3D models which were used to depict the development scenarios presented at the Vision 2030 public meetings.
- Edge Research –Edge Research conducted the vision's preliminary focus groups and the regional phone survey.
- Rosborough Communications, Inc. (RCI) – RCI performed the community outreach for and managed the Vision 2030 public meetings.
- Trahan, Burden and Charles, Inc. (TBC) – TBC managed public relations for Vision 2030.

In addition Smart Mobility, Inc. assisted in modeling the impact of four scenarios in preparation for the regional public meetings. Smart Mobility was hired on a separate contract with the Baltimore Regional Partnership.

Steps and Methodology

Vision 2030 is the result of a variety of interviews, workshops, surveys, focus groups and public meetings that led to the vision statements and strategies presented in the following chapter.

Vision 2030 is a citizen driven effort. This means that all the results stem from some type of public input. In some cases the input has been the result of broad outreach, such as in the case of the 17 regional public meetings attended by over 500 residents (see Step 4, below) or of the random telephone survey of over 1,200 residents (see Step 6). In other cases the input has been more focused, such as in the Regional Workshop and the Thematic Subcommittees (see Step 2, below).

Whenever technical input has been injected in the process, that input has been tested in some type of public activity. For example the Prototypical Developments Patterns and Scenarios (see Step 3, below) were tested in the public meetings, as were the Core Values developed by stakeholders through the Thematic Subcommittees.

Even though Vision 2030 is a process initiated by the Baltimore Regional Transportation Board and conducted through the Baltimore Metropolitan Council, day-to-day management and oversight of the process was provided by two volunteer bodies: the Coordinating Committee and the Oversight Committee. The Coordinating Committee has made all the critical policy decisions related to the Vision 2030 process. The Oversight Committee reviewed and commented on the results of each step of the program and has authored the vision statements and strategies that form the

content of Vision 2030. Membership of the two committees is listed in the Acknowledgments chapter of this report.

The region's elected officials, the Mayors of the City of Annapolis and Baltimore City, the Executives of Anne Arundel, Baltimore, Harford, and Howard Counties and the President of the Carroll County Board of Commissioners, have been briefed periodically on the progress of Vision 2030 and have consistently expressed their support for the effort.

This chapter describes the steps and methodology followed to arrive at the vision statements and strategies that constitute the body of Vision 2030. During the 18-month process, the ACP Team has produced interim reports detailing the results of each step. All interim reports are included as appendices to this report. The reader is encouraged to review the full results of each step in the appendices referenced below.

Step One: Understanding the Region – Perception and Reality

To understand the residents' perceptions of the region, the region's strengths and weaknesses, and the trends that affect the region's growth and prosperity, the ACP Team conducted focus groups, stakeholder interviews and a regional trend analysis.

Focus Groups

The purpose of the focus groups was to provide a qualitative frame of reference on resident's perceptions in areas such as quality of life in the region, growth and development, traffic and congestion, the environment and issues of social equity. The focus groups also helped identify "hot button" issues among the region's residents that could be addressed by the Vision 2030 process. For example it became clear from the focus groups that residents were very concerned with the issue of growth. As a result, the Regional Workshop, described in Step 3, focused in more detail on issues of future growth.

In July 2001 the ACP Team conducted three focus groups for Vision 2030 in various parts of the Baltimore Metropolitan Region. One focus group consisted of randomly selected suburban residents from Baltimore, Howard and Anne Arundel Counties; one group of small town/rural residents from Carroll, Harford and Baltimore Counties; and one group of urban residents from Baltimore City and county neighborhoods inside the Beltway.

The full focus group report can be found in [Appendix 1](#).

Stakeholder Interviews

The purpose of the stakeholder interviews was to identify the core issues of importance in the region, as well as to compile a list of the region's strengths and weaknesses. In July and August 2001, the ACP Team conducted more than 30 individual and group interviews with

members of the Oversight Committee, elected officials, business leaders and staff from regional non-profit organizations.

The results of the interviews were summarized in the Strengths and Weaknesses report that can be found in [Appendix 2](#).

Regional Trends

The purpose of the regional trends analysis was to establish baseline information related to the complex demographic, economic, environmental, and physical factors at play in the Baltimore region.

The regional trends analysis is based on data from a variety of sources, including, but not limited to, the Baltimore Metropolitan Council's Regional Economic Indicators Report for 2000, Census 2000 and the Maryland Department of State Planning. Data from these sources provided a snapshot of conditions in areas such as economic development, environment, social equity and transportation.

The full text of the regional trends analysis is in [Appendix 3](#).

Step Two: Involving Stakeholders

After establishing a foundation for understanding the region's challenges both as perceptions (through the focus groups and stakeholder interviews) and reality (through the trend analysis), the ACP Team began to involve regional stakeholders in focusing on specific issues and in developing core values and principles to be presented and tested at the public meetings.

Traditional stakeholders include business leaders, special interest groups in areas such as the environment, education, housing, the arts and transportation, representatives of the development community (small and large scale residential, and commercial developers) and the planning community. The involvement of stakeholders provided a more focused perspective on the region. Stakeholders by definition are active in all the topic areas likely to emerge from the Vision 2030 process and have strong feelings about those topic areas.

Regional Workshop

The purpose of the Regional Workshop was to initiate a process of thinking regionally and to focus, as suggested by the focus groups, on issues of future growth and land consumption.

The Regional Workshop for Vision 2030 was held in October 2001 at the Timonium Holiday Inn. Sixty-five people participated in the workshop, including elected officials, planners, educators, citizen activists, staff from non-profit organizations, and business leaders.

Region's stakeholders were encouraged to explore the trade-offs between preserving agricultural and undeveloped land and

accommodating future growth. Participants also discussed the impacts of their choices.

The strong preference given to concentrating future development on land immediately adjacent to urbanized areas and on already developed land became a powerful theme throughout Vision 2030 and is reflected in a variety of vision statements and strategies.

The complete report on the Regional Workshop can be found in [Appendix 4](#).

Thematic Subcommittees

Stakeholders were invited again to participate in Vision 2030 for the purpose of identifying core values and principles upon which to build Vision 2030.

The Subcommittees met monthly from November 2001 to March 2002 in facilitated meetings. Participants were divided into four groups focussing on the Environment, Social Equity, Economic Development, and Government and Public Policy. They worked on two tracks. The first track focused on developing core values and principles for Vision 2030. Part of the group assignment included a review of the Strengths and Weaknesses report and a review of focus group results. The second track focused on reviewing and commenting on the prototypical development patterns and scenarios developed for use in the public meetings (see Step 4, below).

In all, the Subcommittees developed 18 core values and 73 principles. The core values represent fundamental and basic outcomes for Vision 2030 to address. The principles represent a policy framework for the future of the region.

The core values identified by the Subcommittees were tested both in the public meetings and through the random telephone survey and received an extraordinarily high level of support.

All of the core values and principles are listed in [Appendix 5](#).

Step Three: Prototypical Development Patterns, Scenarios and Indicators

The purpose of developing prototypical development patterns, scenarios and indicators was to illustrate the appearance of future development choices and to quantify their impact on the region.

The ACP Team first identified three prototypical development patterns and developed 3-D real life illustrations. These development patterns reflect trends occurring in the Baltimore region or emerging nationwide. They have different implications for land consumption, mix of housing types, and proximity of jobs, shopping, and entertainment.

The three development patterns became the building blocks of four future scenarios. The scenarios accommodate forecasted population and employment growth for the region by using variations on the three

Video 1: Conventional Development on Undeveloped Land. To see video, click on image.

Video 2: Mixed Used Walkable Community on Undeveloped Land. To see video, click on image.

Video 3: Mixed Use Walkable Community on Redeveloped Land. To see video, click on image.

development patterns. The scenarios represent hypothetical situations, and were deliberately designed to offer a wide range of growth options to choose from. Finally, the impact of each scenario was evaluated with the assistance of Smart Mobility, Inc. a firm specializing in mathematical models. The evaluation was based on 10 indicators and measured the impact of each scenario on land consumption, vehicle emissions and water quality, among others.

The prototypical development patterns were described and presented at regional public meetings. Following the presentation, meeting participants completed a questionnaire based on the result of modeling the four scenarios and designed to measure their preferences. Two scenarios, Emphasis on Redevelopment and Emphasis on Mass Transit gained the overwhelming support of the public meeting participants.

For a full description of the prototypical development patterns see [Appendix 6](#). For a full explanation of the modeling methodology and results see [Appendix 7](#). For the results of the Choices for the Future questionnaire see the Regional Public Meetings report, [Appendix 8](#).

Step Four: Gathering Ideas and Testing Results with the Public

To involve the broadest possible segment of the population in drafting a bold vision for the future of the Baltimore region, Vision 2030 held 17 public meetings throughout the region in the Spring of 2002. Over 500 residents from throughout the region participated in the public meetings. Representation from each of the cities and counties was evenly distributed (see Table 1). This broad and balanced participation of the region's residents makes the recommendations of Vision 2030 a true expression of those who live and work in the region.

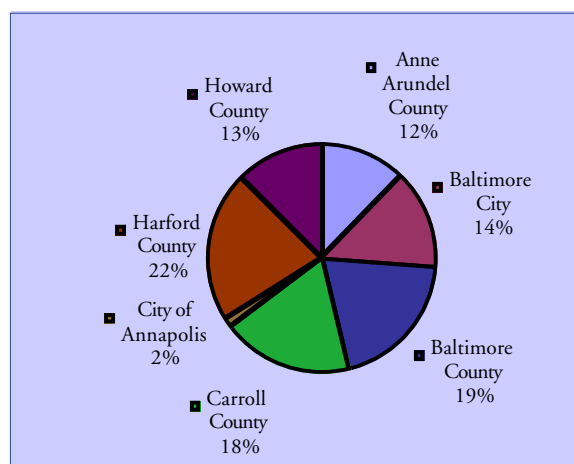
During the meetings, participants broke into small groups, where they went through a facilitated brainstorming exercise to gather ideas for the

future of the region.

Outreach and publicity for the meetings were conducted in a variety of ways, including traditional and community media outlets, neighborhood associations and mass mailings.

In addition to

Table 1: Percentage of public meeting participants from each City/County.



brainstorming, meeting participants completed the Choices for the Future questionnaire described in Step 3 and a questionnaire designed to assess support for the Vision 2030 Core Values.

The results of the public meetings are summarized in [Appendix 8](#).

Step Five: Developing Vision Statements and Strategies

The Vision 2030 Oversight Committee translated the ideas gathered during the public meetings into vision statements that captured the essence of those ideas, and into strategies to implement the vision statements.

The ACP Team divided the more than 1,700 ideas gathered during the public meetings into 15 categories. The Oversight Committee was divided into small workgroups of three committee members each, one for each category. Each workgroup reviewed the ideas assigned to its category and then developed one vision statement and several strategies for each category. There are nearly 100 strategies in all. For each strategy the workgroup completed a questionnaire aiming at identifying action steps, benchmarks and implementation responsibilities. This body of work that includes vision statements, strategies and action steps represents the core of Vision 2030.

For a full description of the action steps see [Appendix 9](#).

Step Six: Testing the Vision Statements and Strategies with the Public

To ensure the credibility of Vision 2030 results, the ACP team tested core values and key strategies through a random regional phone survey and a final meeting of stakeholders, the Community Choices workshop.

Regional Phone Survey

The purpose of the random telephone survey was to test the degree to which the core values and supporting strategies that came out of the Vision 2030 process resonated with the public; to compare regional attitudes to those nationally where appropriate; and to paint a demographic and psycho-graphic profile of residents across issue areas.

Twelve hundred and three (1,203) interviews were conducted among a random sample of Baltimore metropolitan regional residents. The sample size was selected to ensure a large enough number of interviews in each of the jurisdictions that comprise the region. Interviews were controlled to ensure accurate representation by jurisdiction. Interviews were conducted in July 2002. The margin of error for the sample as a whole is +/-2.8 percentage points at the 95% confidence level; the margin of error for subgroups is larger.

The results of the telephone survey strongly support the results of the vision process, while at the same time providing accurate distinctions that qualify the public support.

For a full telephone survey report see [Appendix 10](#).

Community Choices

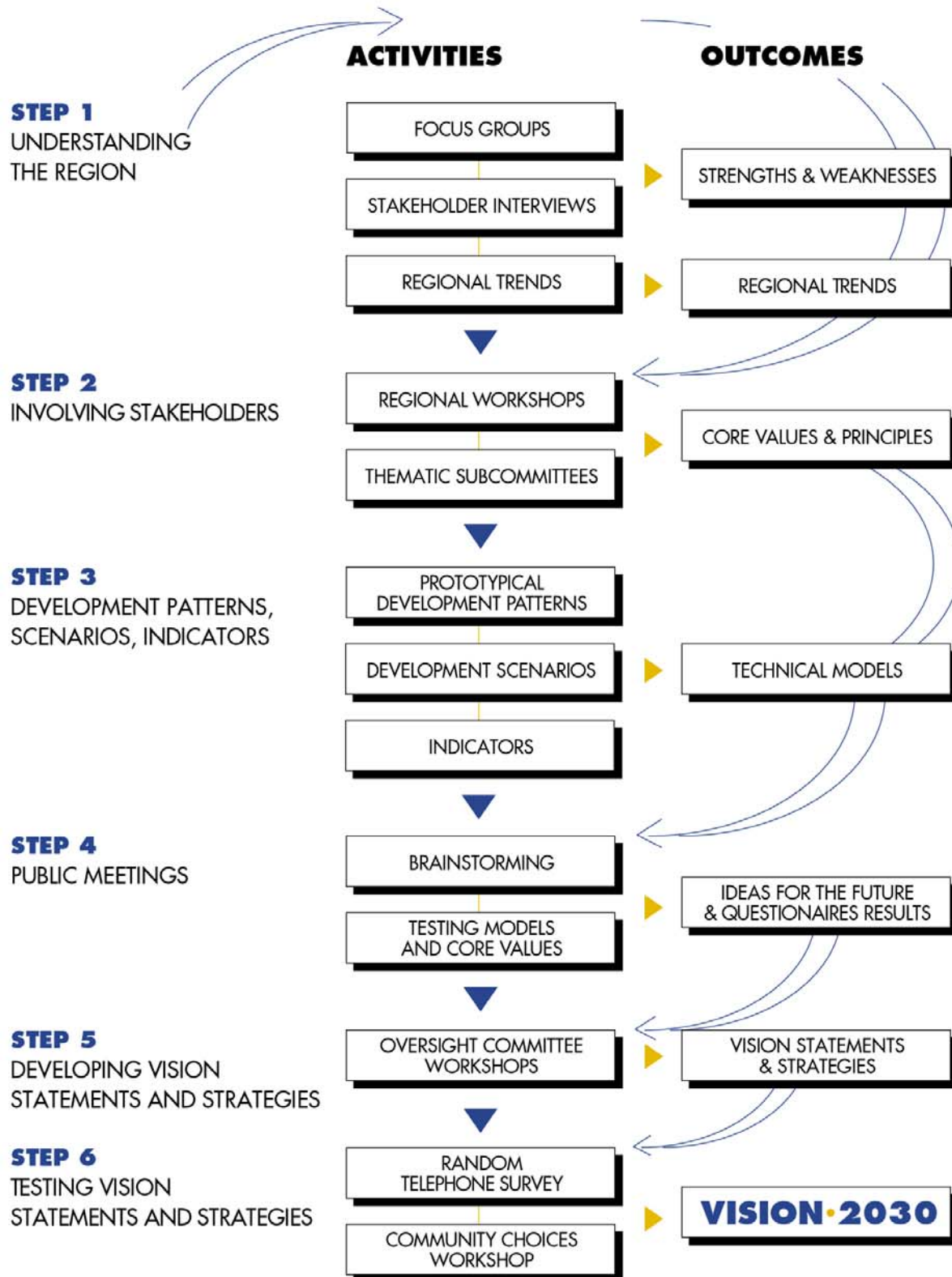
To fine-tune vision statements and strategies, the ACP team held the Community Choices Workshop in September 2002. Over 70 residents from throughout the region participated in the workshop.

The workshop began with an overview of the Vision 2030 process and results, including those from the regional phone survey. After the presentation, participants broke up into small groups to review and comment on the Vision 2030 core values, vision statements and strategies. Participants' comments have been incorporated into the final visions statements and strategies.

For a full report on Community Choices see [Appendix 11](#).

The attached diagram « Vision 2030 At-a-Glance » provides an overview of the steps, activities and outcomes described above.

VISION•2030 AT-A-GLANCE



Part II: Visions and Strategies

VISION 2030: SHAPING THE REGION'S FUTURE TOGETHER

Introduction

The following six chapters contain a distillation of all the ideas presented by hundreds of Baltimore region residents who participated in Vision 2030 activities, from the stakeholder interviews conducted in July 2001 to the Community Choices workshop conducted in September of 2002.

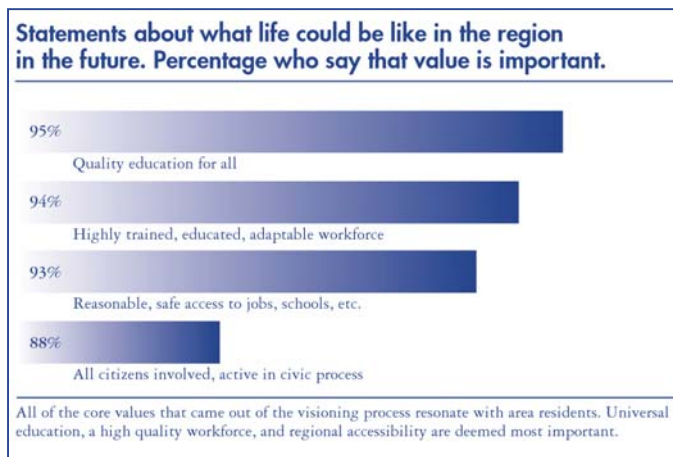
In that 15-month period, thousands of ideas were collected, sorted, discussed, elaborated, amplified, organized, tested and surveyed multiple times. The Vision 2030 Oversight Committee, after reviewing the results of all steps of the process, has summarized those ideas into 15 vision statements and nearly 100 strategies.

Vision 2030 encompasses six major thematic areas: Economic Development, Education, Environment, Government and Public Policy, Livable Communities and Transportation. It is a comprehensive and inclusive vision that deals with a broad range of issues, placing them together for the first time in a regional perspective.

Vision 2030 creates a framework for policy and management decisions that can help inform future decisions and investments that can make the region economically competitive, a leader in addressing environmental issues and a champion in the arena of social equity. It provides a compelling set of proposals to address in a holistic fashion the demographic, economic, environmental and physical factors that collectively will shape the future of the region and affect the way the region will grow and prosper.

Considering the breadth of Vision 2030 and the extent of the public input that helped create it, it truly represents the collective vision for the

Table 2: Core values that came out of the Vision 2030 process resonate strongly with the Baltimore region's residents.

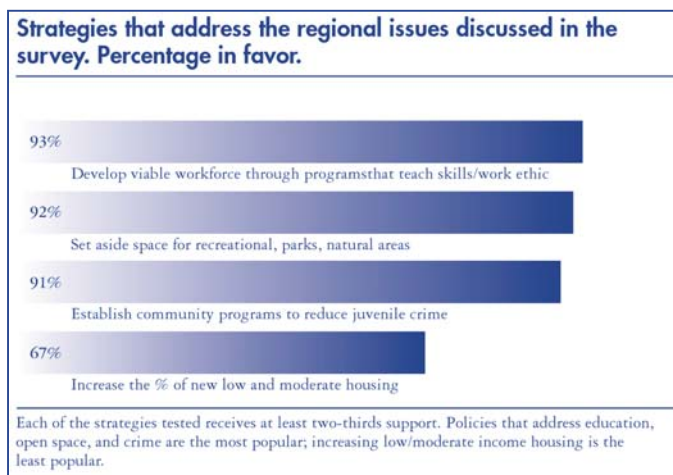


future of the Baltimore region. Yet two critical questions need to be raised and answered. Will Vision 2030 resonate with area residents? Will residents support the policy changes necessary to turn that vision into reality?

The random regional telephone survey of 1,203 residents, developed to lend scientific legitimacy to the process, provided a convincing positive answer to those questions. The survey confirms that the core values and strategies that came out of the Vision 2030 process resonate strongly with the Baltimore region's residents. Large majorities agree that each of the core values and strategies tested are important, if not "very important," and there is no value that a meaningful number of respondents deem unimportant. Furthermore, each of the strategies tested received at least two-thirds support from respondents.

Key Vision 2030 issues such as crime and drugs, education, loss of open space and traffic congestion are also "hot button" issues for residents.

Table 3: Large majorities agree that each of the strategies tested are important.

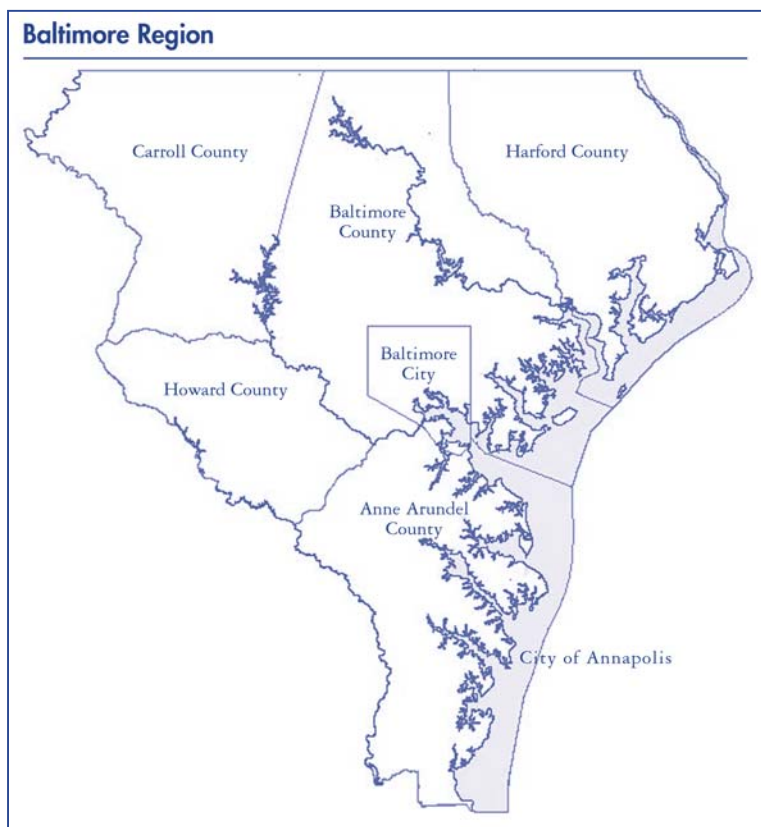


Residents are most concerned with crime and drugs. Urban and older suburban residents feel the greatest impact now and county residents are increasingly worried about crime spreading to their neighborhoods. Education is a major priority and tied to many of the Vision's issues in the public's mind. Loss of open space is a key issue, particularly for those who live in more rural areas. A plurality of residents is concerned that growth and sprawl will get worse in the future. They believe that there must be a balance between economic growth and environmental protection, and will support strategies that encourage such policies. There is heightened concern

about traffic and congestion, particularly in the more developed suburban counties. Yet, the data reveals less clarity as to the alternatives or solutions.

These are just few of the findings in the telephone survey that support Vision 2030. Now citizens, elected officials, private sector leaders, special interest groups, philanthropic institutions and not-for-profit organizations must work together to turn the Vision into reality. This chapter offers a blue print on how to do that.

Table 4: The Baltimore region includes the cities of Annapolis and Baltimore and the counties of Anne Arundel, Baltimore, Carroll, Harford and Howard.



The chapter is organized in six topical areas that focus on:

1. Economic Development, with four sections on Economic Development, Redevelopment and Revitalization, Farmland and Agriculture, and Culture and Recreation;
2. Education;
3. Environment, with four sections on Environment, Land Use, Neighborhood and Community Character and Parks and Open Space;
4. Government and Public Policy, with one section on Regional Issues;
5. Livable Communities, with four sections on Housing, Social Issues, Public Safety and Crime Reduction and Health; and
6. Transportation.

Focus groups revealed that region's residents have a dichotomous view of the city. Suburban residents think that the city is recovering with professionals moving back to live in gentrified area. Urban residents, on the other hand, point out that these are only "pockets" of prosperity, and much of the city is being left behind.

1. Economic Development

The Baltimore region approaches the future with substantial economic assets that include its strategic location along I-95, its proximity to Washington, DC, easy access to the Port of Baltimore and the Baltimore Washington International Airport, and the Inner Harbor attractions. The region also benefits from its diverse economic base, the success of its medical and bio-tech institutions and a rising number of technology-based opportunities.

The region, however, faces multiple challenges. On the employment front, job growth is declining in Baltimore City and increasing in the suburbs, a trend that affects the ability of inner city workers to access new jobs.¹ Interviews also suggest that the region lacks a coordinated effort at area-wide job training and job creation, as well as a coherent economic development strategy.

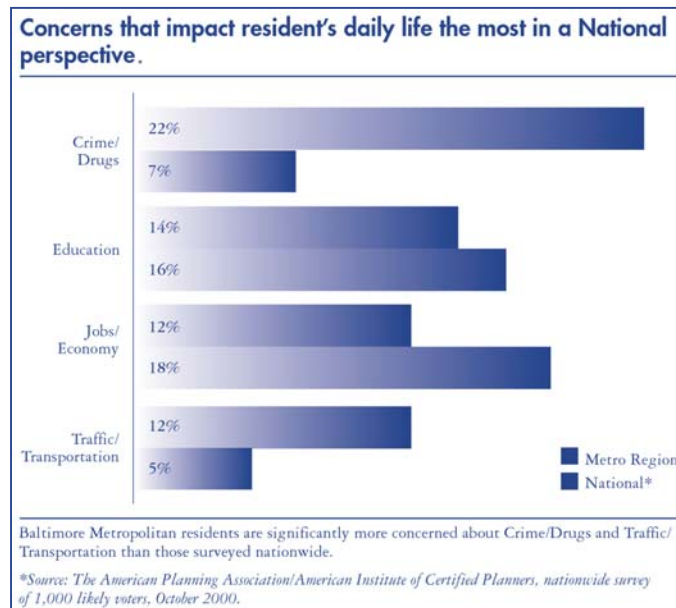
Baltimore City remains the financial center as well as the center of culture and tourism for the region. Everyone in the Vision 2030 focus groups (urban, suburban and rural participants) agrees that Baltimore City is the region's core with its sport facilities, the Aquarium, the Zoo, museums, Harborplace, and restaurants. They also recognize the city is a source of negative perceptions for the region as a whole. Among factors cited are the physical appearance of some of its older neighborhoods and the high levels of drug addiction and crime that still plague some of the City's neighborhoods, despite recent decreases in crime rates². Baltimore City's appearance is profoundly affected by its high number of vacant units, which in the past ten years has increased by 15,000 for a total of 42,500

vacant units, or 59 percent of all vacant units in the entire region³. Many of these vacant units are in abandoned buildings.

Agriculture remains a viable way of life for the region's residents and a strong component of the state and regional economy⁴. In the past 10 years however, agricultural land has been lost to low-density residential

Table 5: Comparing regional and national perspectives.

According to the regional phone survey, regional residents are more concerned about traffic, congestion, roads and transportation than the U.S. public. More than twice as many Baltimore area residents (12%) say these impact their lives as those nationally (5%). In fact, those in Howard (19%), Anne Arundel (18%) and Harford (14%) counties say they are most concerned about traffic, congestion, roads and transportation, compared to other key issues tested in the survey.



development. Over 15,000 acres of agricultural land were lost in the region between 1990 and 1997 alone⁵. Concerns about loss of agricultural land were strongly expressed during the

course of the Regional Workshop. Most groups in the workshop chose to accommodate future growth in the region's already developed areas and protect agricultural and forest lands and open space.

Where do we go from here?

Vision 2030 addresses the economic development trends and perceptions through vision statements and strategies identified for the following categories:

- Economic Development – initiatives that foster economic development, business recruiting and retention, and workforce training with a regional focus; and address the imbalance of where jobs are in relationship to where people live.
- Redevelopment and Revitalization – redevelopment and revitalization of older urbanized areas, not only in Baltimore City but in older suburbs as well, with incentives for infill and urban redevelopment.
- Farmland and Agriculture – strengthening of the region's agricultural activity, both for its contribution to the economy of the region and as a tool to direct growth into redevelopment areas.
- Culture and Recreation – affirmation that culture and recreation are two important assets for the economy of the region, as magnets for tourism and as quality of life attributes for residents.

Listed below are the vision statements and strategies identified for each of these categories. Also listed are the supportive findings that show the level

of endorsement that the region's residents gave for many of the vision statements and strategies.

A. Economic Development

Vision statement

An economically strong region that attracts and retains a wide range of accessible, well-paying and career advancement employment opportunities for persons of all skill levels; attracts businesses of all sizes that balance economic needs with environmental responsibility; promotes economic development through public/private partnerships that recognize and build upon a multimodal transportation infrastructure which is arguably unparalleled in the nation, i.e. presence and connectivity of major airport, seaport, rail and highway network; and, implements a workforce development system to ensure job readiness and employment opportunities for residents of the region.

Strategy #1

According to the regional phone survey, regional residents almost unanimously favor "developing a viable workforce by creating programs that teach vital skills and a strong work ethic in schools" (93% favor, 82% strongly favor).

Strategy #1

Establish a regional group comprised of private and public sector workforce development interests, economic development organizations, chambers of commerce, employer representatives, and educational institutions to design and implement a regional workforce development system to develop a quality workforce, teach vital skills, and instill a strong work ethic.

Why should we commit to this strategy?

If we don't do it, residents will not find jobs.

Who should take the lead in initiating this strategy?

Vision 2030 entity should set up a Workforce Development Task Force.

Strategy #2

Create a business-friendly climate through a combination of tax credits and incentives.

Why should we commit to this strategy?

Incentives are an important part of retaining existing businesses and attracting new businesses to the region.

Who should take the lead in initiating this strategy?

Greater Baltimore Alliance, Maryland Department of Business and Economic Development.

Strategy #3

Create and use fully public/private partnerships to attract, support and retain new and existing businesses. Be very creative in attracting new growth businesses tied to goods and services with growing demand, and creation of good paying jobs.

Why should we commit to this strategy?

Creating public/private partnerships strengthens the region's ability to provide support and create a business friendly environment, which is important to attracting new businesses.

Who should take the lead in initiating this strategy?

The proposed Vision 2030 implementation entity and the Greater Baltimore Alliance.

Strategy #4

Support start up and recently established businesses by providing education and information services that help "sharpen" business operations to promote their success.

Why should we commit to this strategy?

A regional effort to support start-up and recently established businesses not only demonstrates continued support for businesses but assures that they are equipped to deal with arising business issues and continue to be successful.

Who should take the lead in initiating this strategy?

The Small Business Development Center.

Strategy #5

Create effective mobility programs for improved job access and transportation of goods.

Why should we commit to this strategy?

The movement of businesses to suburban locations in the region has, for some businesses, created a mismatch between where people live and where the available jobs are located. In many cases the only solution to matching jobs with people is to provide a transportation system capable of fulfilling different employment needs and the movement of goods in the region.

Who should take the lead in initiating this strategy?

Maryland Transit Administration (MTA), Greater Baltimore Alliance.

Strategy #6

Promote environmental sensitivity and responsibility among new and existing businesses.

Why should we commit to this strategy?

Environmental issues are of paramount concern for businesses in the region and can create uncertainties that cannot be measured by the business community. Any uncertainty in operating a business under these conditions will create economic/social challenges for businesses.

Strategy #5

In the phone survey, respondents were asked how concerned they are that "it is difficult for many workers to get from where they live to where the good jobs are." Only a third (33%) say they are concerned about this issue, and slightly more (36%) say they are not. This is a bigger issue for those who live in the city (47%) and those who do not work in the region (47%), but mass transit riders are the only group among which there is majority concern (58%).

Strategy #6

94% of the public meeting participants either agreed or strongly agreed with the core value "The region should have public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality."

Who should take the lead in initiating this strategy?

GBC in concert with the Maryland Department of Environment, private sector representatives, local economic development agencies and environmental regulating agencies at the local government level should work cooperatively in the development of a business environmental program.

Strategy #7

Develop and implement state and regional economic development marketing plans containing strategies emphasizing the transportation infrastructure advantages of Metropolitan Baltimore, with special attention paid to the movement of products via all modes and/or a combination of modes.

Why should we commit to this strategy?

A regional approach is necessary to convey to the “market” the value and opportunities available in the entire region instead of relying on individual marketing plans to collectively interest economic development prospects.

Who should take the lead in initiating this strategy?

Maryland State Department of Business and Economic Development and Greater Baltimore Alliance.

Strategy #8

Support efforts for commercial and industrial rehabilitation/revitalization, most specifically in and around The Port of Baltimore in order to more fully exploit the economic benefits of this major regional asset.

Why should we commit to this strategy?

There must be a concerted effort to market the finite land resources available in The Port of Baltimore to increase economic development and support existing port operations.

Who should take the lead in initiating this strategy?

Maryland Department of Transportation/Maryland Port Administration.

Vision Statement

When asked to rank their preferences among four development scenarios, the highest percentage of public meeting participants preferred the scenario Emphasis on Redevelopment (47%). Second was the scenario Emphasis on Mass Transit (39%) followed by the Current Trends scenario (8%) and the scenario Emphasis on Road Capacity (6%).

B. Redevelopment and Revitalization**Vision Statement**

A region that redevelops and revitalizes its urban core, existing communities and town centers, vacant buildings, abandoned sites, brownfields, grayfields and landmark structures to create a sense of community, improve quality of life, promote transit-oriented development, and preserve undeveloped land. Redevelopment and revitalization are accomplished through the mobilization of public and private resources,

reinvestment, infrastructure repairs, financial incentives, and infill construction.

Strategy #1

Telephone survey respondents support "promoting reinvestment in Baltimore City and the older suburbs by offering financial incentives to locate new businesses, develop new housing, and rehabilitate existing housing." Eighty two percent (82%) favor such an initiative (62% strongly), and only slightly less than one in three (18%) oppose.

Strategy #1

Focus State and regional attention on the need to take immediate steps to support initiatives that redevelop and revitalize the region's central business district and surrounding communities, which will provide renewed emphasis on supporting the growth of residential, commercial and employment opportunities.

Why should we commit to this strategy?

Revitalization of the central business district through a concerted effort by all of the region's elected officials is the only workable approach to reverse the effects of years of suburban flight of residential, commercial and employment opportunities from the city.

Who should take the lead to initiate the strategy?

State and county elected officials in cooperation with Downtown Partnership, Westside Renaissance and other central city developers.

Strategy #2

Promote the revitalization of older suburbs and town centers based on local strategic redevelopment plans; target use of flexible federal, state or regional resources to facilitate improvement of existing infrastructure systems and utilization of vacant and underutilized buildings, available in-fill sites and brownfield sites.

Why should we commit to this strategy?

Committing to this strategy will provide the focus to successfully accomplish revitalization/redevelopment opportunities at a selected number of sites in the region.

Who should take the lead to initiate the strategy?

State and local officials and non-profit representatives should cooperate in strengthening existing programs that assist in plan development and in providing coordinated and flexible funding resources.

Strategy #3

Prioritize transportation expenditures toward the development of a system of transportation opportunities that enhance accessibility and provide efficient connections for the region's population to the central city, cultural facilities and attractions, town centers, older urban centers and regional employment opportunities.

Why should we commit to this strategy?

Focusing the region's effort on revitalizing/redeveloping a limited number of key sites will maximize the region's resources to create successful projects.

Who should take the lead to initiate the strategy?

BRTB, MTA, state, county/city elected officials, regional organizations that have promoted revitalization/redevelopment.

Strategy #4

Integrate all modes of transportation to support transit oriented/mixed use developments.

Why should we commit to this strategy?

Transit oriented development offers the greatest opportunity to reshape regional land use and provide transit service to the region's population.

Who should take the lead to initiate the strategy?

BRTB, MTA, state and county elected officials, regional organizations that have promoted revitalization/redevelopment. Also, local planning and zoning agencies.

Strategy #5

Prioritize public resources and encourage private initiatives that support the improvement in the quality of life in communities throughout the region.

Why should we commit to this strategy?

In many cases, revitalization/redevelopment areas lack needed community services to support residential opportunities. Without a concerted effort to provide the needed services and relocate those that are not compatible with revitalization/redevelopment plans, areas will never achieve the desired level of economic viability.

Who should take the lead to initiate the strategy?

State and county elected officials.

C. Farmland and Agriculture**Vision Statement**

A region that sustains a viable agricultural economy based on preservation of critical and valuable agriculture lands and businesses and includes expanded opportunities to provide benefits to urban populations through farmers markets, and community gardens.

Strategy #1

According to the phone survey, loss of open space is a key Vision 2030 issue. Almost six in ten say they have at least a great deal of concern that "we are losing too much of our open space, agriculture and rural land to development" (57% at least a great deal concerned, 27% one of most). Those who are most concerned about this live in the more rural counties. In fact, this tops the list of Vision 2030 issues for those in Carroll (78% at least a great deal concerned) and Harford (69%) counties.

Eighty six percent (86%) of those surveyed favor establishing strong laws that protect farmland (67% strongly favor). Of note, residents in Carroll and Harford counties ranked protection of farmland as one of their two most popular strategies.

Strategy #1

Local governments should review and adjust their agricultural preservation program target areas to ensure regional compatibility and should modify zoning laws to uniformly permit agricultural activities to exist within viable zone districts, not threatened by other land use activities. This review should be consistent with the state and regional market context and with Chesapeake Bay restoration and watershed protection goals and policies.

Why should we commit to this strategy?

Preservation of agriculture (land and industry) requires an aggressive strategy based on economics and tailored to this region.

Who should take the lead in initiating this strategy?

Local government, Citizens Planning and Housing Association, 1000 Friends of Maryland, Baltimore Regional Partnership, Chesapeake Bay Foundation, Maryland Department of Agriculture, county agricultural preservation staff.

Strategy #2

Expand opportunities for farmers markets, community gardens, and on-farm experiences as part of an urban health and nutrition program as well as to improve direct service and economic return to farmers.

Why should we commit to this strategy?

Maryland needs greater direct service outlets for farmers and an effective strategy to preserve farmland as well as farming. Agriculture is a large, unrecognized part of the economic base of the state.

Who should take the lead in initiating this strategy?

Cooperative Extension Service and the Maryland Department of Agriculture, local economic development agencies.

D. Culture and Recreation**Vision statement**

A region with extensive cultural and recreational opportunities that benefit residents through coordination of new and existing resources as well as comprehensive, synergistic planning of libraries, local activity centers, regional education facilities, transportation opportunities, and recreation and cultural activities.

Strategies (All strategies were considered together)

- Conduct ongoing review of all existing resources and funding for culture and recreation activities and facilities by convening interested parties with the political and financial support of government.

- Create an ideal model for culture and recreation in the region using the information and community input collected during the review, and develop a prioritized plan for implementation.
- Ensure future transportation funding to improve accessibility of culture and recreation facilities.
- Maintain community support for implementing the Vision by promoting effective outreach and communication through religious institutions, community organizations, media, and government.

Why should we commit to these strategies?

If elected officials want to respond to the wants and needs of constituents in the most efficient and cost effective manner there should be a buy-in of all interested parties.

Who should take the lead in initiating this strategy?

Elected officials – Baltimore City Mayor and the Governor.

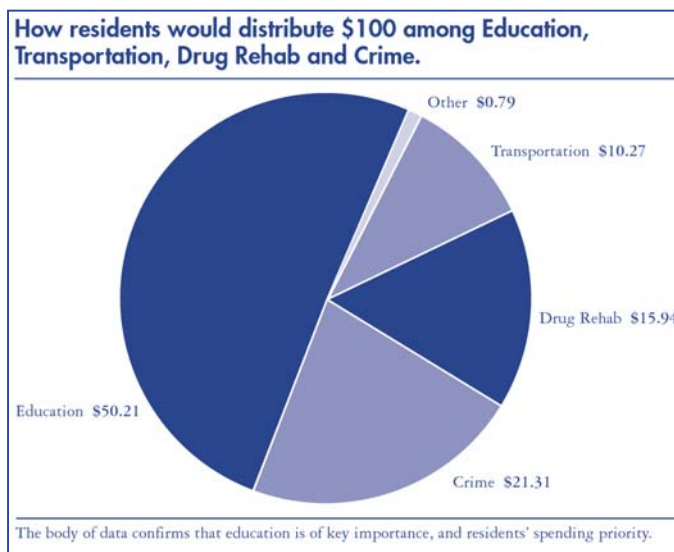
"I have coworkers who talk about how they would live in Baltimore if the schools were better. These are very intelligent people who want the best for their kids."
(Suburban focus group participant)

Table 6: Spending preferences.

2. Education

In both interviews and focus groups, regional residents were very clear about how the state of the region's educational system is related to the economy and the quality of the available labor force, to social equity issues, and to where people choose to locate and raise families. They also made it clear that the region as a whole is suffering from the negative perception of the quality of its public school system, in spite of recent improvements.

Interviews also revealed that funding for K-12 education is inconsistent



and inadequate throughout the region, and there are problems hiring and retaining quality teachers. Interviewees believe there is a lack of equity in state education

funding priorities, and disproportionate resources go to Maryland's DC suburbs. The schools are also perceived as unsafe.



Volunteer facilitator conducting a small group session at the regional public meetings.

According to the regional phone survey, education is billed as the concern that impacts residents' life second most (after crime and drugs). Fourteen percent (14%) said it was their top issue, 12% second priority. This is in keeping with national trends. In a national survey conducted this summer, voters listed education and the economy as the two most important issues areas in their decision on whom to vote for in Congressional elections.

Where do we go from here?

Vision 2030 addresses education through a vision statement and strategies that focuses on funding, school size, extended learning and academic curriculum with emphasis on producing a well-educated workforce. The vision statement and strategies for education are listed below.

E. Education

Vision Statement

A well-funded, high quality Pre-K–16 educational system represented by small community schools and alternative educational options that provide relevant instruction and extended learning opportunities to children and adults in the areas of technology, values education, and a rigorous academic curriculum to produce a well-educated workforce.

Strategy #1

Guarantee a strong revenue stream to adequately fund pre-K-12 education to get the best possible teachers and principals and provide for the maintenance of facilities and state-of-the-art technology. As a major part of this, fully fund the Bridge to Excellence in Public Schools Act, based on the recommendations of the Thornton Commission.

Why should we commit to this strategy?

Fully funding education is a true investment strategy for the state. It pays off in increased revenue (more education equals better jobs, which results in improved income and higher tax revenues; a better trained workforce brings in more industry, which again increases tax revenue), as well as decreased state expenditures (improved education funding results in fewer drop-outs, which results in a decrease in the need for social services that can result from an inadequately educated citizenry).

Who should take the lead in initiating this strategy?

The General Assembly, in cooperation with the Governor, should continue its leadership role for public education in the state.

Strategy #2

Create a sense of community “ownership” of schools to strengthen the curriculum and involve parents in the educational process.

Why should we commit to this strategy?

Schools are local institutions requiring the support and involvement of the community in order to be successful.

Who should take the lead in initiating this strategy?

The Maryland State Department of Education, in cooperation with local systems and the Maryland PTA, will lead this effort to provide

materials and ideas. This will include ongoing outreach and distribution of MSDE's family involvement policy.

Strategy #3

Develop public/private partnerships with businesses, community non-profit and religious organizations to strengthen educational experiences, provide alternate experiences to classroom instruction (including values education) and improve opportunities for workforce development.

Why should we commit to this strategy?

Fully funding education is a true investment strategy for the state. It pays off in increased revenue (more education equals better jobs, which results in improved income and higher tax revenues; a better trained workforce brings in more industry, which again increases tax revenue), as well as decreased state expenditures (improved education funding results in fewer drop-outs, which results in a decrease in the need for social services that can result from an inadequately educated citizenry).

Who should take the lead in initiating this strategy?

The Maryland State Department of Education, in cooperation with local school systems and other stakeholders, should provide assistance and support. Also, the Maryland Business Roundtable should be part of the conversation.

Strategy #4

Encourage the creation of small community schools, or reorganize large schools into smaller units.

Why should we commit to this strategy?

School size should remain a local decision, and some communities have developed highly effective large schools. However, for struggling schools, there is evidence to suggest that dividing the institution into smaller units may provide some added instructional leadership.

Who should take the lead in initiating this strategy?

The City-State Partnership for Baltimore City Public Schools.

Strategy #5

Maintain class sizes that provide for optimal interaction and individualized attention between teacher and student.

Why should we commit to this strategy?

A growing body of research indicates that students in smaller classes perform at higher levels than those in larger classroom settings.

Who should take the lead in initiating this strategy?

The Maryland State Department of Education will continue to work in cooperation with local systems to develop ideas and best practices for class size.

Strategy #6

Improve the preparation of new teachers and support existing teachers through strengthening of the curriculum and minimum credentials of all teachers. In addition, reduce the number of provisionally certified teachers in Maryland schools.

Why should we commit to this strategy?

Evidence from the National Board of Professional Teacher Standards, the National Education Association, and other organizations prove the effectiveness of trained teachers in the classroom.

Who should take the lead in initiating this strategy?

Maryland State Department of Education in cooperation with teacher training programs at state colleges and universities.

Strategy #7

Provide more opportunities for extended learning within and outside schools through after school and summer programs.

Why should we commit to this strategy?

There is a desire among both community leaders and educators to eliminate social promotion and provide the resources and capacity for every child to achieve. Additional instructional time is one way to address these issues.

Who should take the lead in initiating this strategy?

Summer school programs are expensive, requiring the support of the General Assembly and the Governor. The Maryland State Department of Education can provide other assistance in helping districts develop their programs.

Strategy #8

Encourage “life-long learning” by supporting adult education through literacy, technology and skills improvement programs.

Why should we commit to this strategy?

Education is a life-long process, made especially important by rapid change in the economy and technology. The U.S. Bureau of Labor Statistics reported in 1992 that the average number of jobs held by baby boomers from the time they were 18 to the time they were 36 was nearly 10. Labor researchers believe this trend will continue, requiring constant retraining.

Who should take the lead in initiating this strategy?

MSDE, in cooperation with the Maryland Association for Adult and Continuing Education and the State Advisory Committee for Adult Education.

Strategy #9

Explore possible relationship in the region between concentrations of poverty and school quality. If correlation is found, pursue ways of addressing it.

Why should we commit to this strategy?

The key component to dealing with the concentration of poverty is to improve educational opportunities to youth so they are not locked in poverty by the lack of educational opportunities.

Who should take the lead in initiating this strategy?

Local boards of education.

Strategy #10

Increase access to higher education by providing adequate financial assistance for middle and lower income families without increasing the amount of debt students will incur after they graduate.

Why should we commit to this strategy?

The importance of obtaining an education and not having families burdened with increasing debt will open opportunities to those that may not have sought higher education.

Who should take the lead in initiating this strategy?

A coalition lead by City and county employment agencies, Job Opportunities Task Force, and other specializing in employment development.

Focus group participants expressed mixed emotions about growth and development in the region. They agreed, however, that there has been no vision and planning associated with this growth. Participants in each focus group said that it is clear local and state governments and planners did not anticipate the type of growth that would occur in the outlying counties. This is evident, they said, from the congestion, the overcrowded schools, and the loss of open space. Most believe, however, that government supports this growth, no matter what form it takes.

3. Environment

The Baltimore region is rich in environmental assets. Its land and shoreline are beautiful, diverse, and support a great range of recreational activities. The state of Maryland is a pioneer in the land preservation movement and, as a result, the region has substantial acreage of natural and rural protected environment, with plans to acquire more.

The region, however, is in the federal severe non-attainment air quality standards category, in spite of significant improvements in the 1990's in nitrogen dioxide level (dropped 0.2 percent), sulfur dioxide level (dropped by 30.4 percent), and the inhalable particulate level (declined by 5.9 percent)⁶.

The success of efforts to preserve and clean up the Chesapeake Bay has galvanized the region. The effort maintains broad grass roots and leadership support and has heightened the region's environmental awareness. Progress, however, is slow. On an overall health index of 1 to 100 (100 being a perfect score), the Chesapeake Bay received a score of 28 for the year 2002, which is the same as for 1999. The goal is to reach 70 by 2050. The lowest health index of the Chesapeake Bay was in 1983, with an index of 23⁷.

Very low-density development is occurring well beyond the region's urbanized edges. Although population growth has been modest, it is consuming vast amounts of land. In 1973, low-density residential development accounted for 27 percent of the region's developed land. During the 1990 to 1997 period, low-density residential development accounted for 58 percent of all new development. Since 1990, development

in the region is responsible for a loss of 15,400 acres of agricultural land and 13,600 acres of forested land⁸. This trend is likely to further erode the economic strength of the urbanized core and is dramatically changing the character of older neighborhoods and of the region as a whole.

Table 7: Region's top concerns.

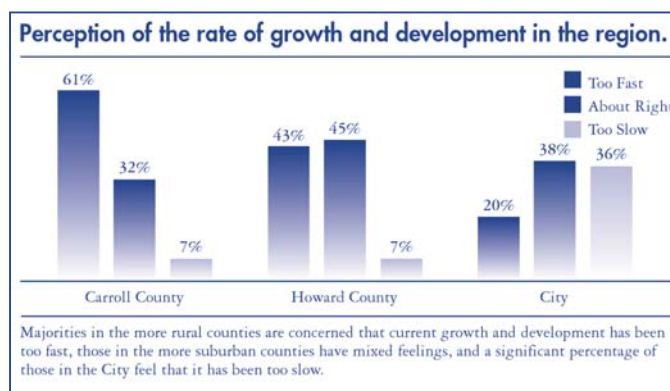


The issue of land consumption was the focus of the Regional Workshop. During the Workshop participants were asked to agree on a percentage of

the region's total land to protect over the next thirty years, over and above the amount of land currently protected. The average proposed by workshop participants was to protect an additional 18 percent.⁹

When asked how to allocate future growth, groups chose to locate an average of 70 percent of all future growth within the Smart Growth's Priority Funding Areas (excluding Baltimore City). The rest of the future growth was allocated within Baltimore City (24 percent) with only 6 percent outside the Priority Funding Areas.¹⁰

Table 8: Growth is perceived differently in different parts of the region.



Finally, interviews suggest the region suffers from a systemic policy disconnect between land use and transportation

planning and from a lack of understanding by the public of the regional implications of local policies and decisions¹¹.

Where do we go from here?

Vision 2030 addresses the environmental trends and perceptions through vision statements and strategies identified for the following categories:

- Environment –initiatives designed to aggressively and cooperatively deal with issues of air and water quality; to foster better zoning; to

protect the region's natural resources; and to establish a strong environmental ethic.

- Land Use – a strong focus on creating walkable, compact, mixed-uses communities served by efficient public transportation.
- Neighborhood Character – promoting neighborliness, safety, diversity and historic preservation.
- Parks and Open Space – promoting a mix of urban and suburban green spaces, community parks, recreational facilities and protected open land.

Listed below are the vision statements and strategies identified for each of these categories. Also listed are the supportive findings that show the level of endorsement that the region's residents gave for many of the vision statements and strategies.

A. Environment

Vision Statement

A region with clean air and water, a well-designed public transit system, clearly defined borders between developed areas and open spaces and parks accessible to all citizens; with a culture that protects natural resources, enforces environmental laws, promotes energy efficiency, provides incentives for environmental stewardship, and offers environmental education for all students.

Strategy #1

Reduce and prevent air and water pollution through stronger enforcement of environmental laws, coordinated land use and transportation planning, and providing incentives for sound development. Increase penalties for violation of environmental laws to create meaningful deterrents to violating the laws. Establish permit fees to significantly cover the cost of inspection, monitoring and enforcement of permitted industries.

Why should we commit to this strategy?

Environmental quality is a key component of a high quality of life. Numerous laws exist for the protection of environmental quality, but their success depends on effective enforcement.

Who should take the lead in initiating this strategy?

The counties, cities, and state need to step up their enforcement efforts and coordination of land use and transportation policies.

Maryland Department of Environment; Baltimore Regional Transportation Board, Baltimore Regional Partnership.

Local governments and environmental non-profit organizations need to create a coalition for lobbying the state government to improve the enforcement actions of environmental agencies.

Vision statement

Eighty-seven percent of phone survey respondents supported the idea that the region should have "a common regional environmental ethic," a core value developed by the Environment Thematic Subcommittee.

Strategy 1

More than six in ten (63%) respondents to the regional phone survey say that one of the things that concern them a great deal about life in the region is that "the Chesapeake Bay is polluted" (27% one of things that concerns them the most). Also, the survey showed that residents almost unanimously favor a strategy to "enforce strong environmental laws that protect our air and water from pollution, with tough penalties for violating the laws" (90% favor, 77% strongly).

Strategy 2

According to the regional phone survey, strong majorities favor “establishing strong zoning laws that protect farmland” (86% favor, 67% strongly). Of note, residents in Carroll and Harford counties ranked protection of farmland as one of their two most popular strategies.

Strategy #2

Protect rural land from development through better zoning of open space and agricultural lands. Zoning for the rural and agricultural lands should be a minimum of one house per 20 acres with a goal to reach one house over 50 acres. This zoning must be coupled with adequate funding of land acquisition programs to protect most vulnerable and most environmentally sensitive lands.

Why should we commit to this strategy?

To preserve food production capacity in the region as well as a way of life.

To preserve open space for wildlife habitat and the protection of water quality.

To curtail metropolitan sprawl, concentrate growth in existing developed areas, and to use growth to revitalize existing communities.

Who should take the lead in initiating this strategy?

Each county needs to create and adopt the necessary programs and policies.

Strategy #3

Establish energy efficiency as a fundamental principle for development projects and as an operating principle for local governments throughout the region.

Why should we commit to this strategy?

Power plants and vehicles are the leading sources of airborne nitrogen deposition for the Chesapeake Bay. Airborne nitrogen accounts for approximately 30 percent of the Bay’s total nitrogen load. Power plant and vehicle emissions also are leading contributors of pollutants causing unhealthy air quality from ozone pollution. Energy efficiency also helps promote America’s energy independence and lowers the cost of living.

Who should take the lead in initiating this strategy?

A partnership between the Baltimore Metropolitan Council and environmental non-profit organizations to develop and promote energy efficiency.

Strategy #4

Create public awareness programs to inform and assist individuals, families, and property owners in making environmentally friendly choices and practices for their homes and businesses. The effort should focus on the environmental problems afflicting the region and how people can help alleviate them.

Why should we commit to this strategy?

The daily decisions people and businesses make such as the products they buy and how they choose to travel or fertilize their lawn, can have a large cumulative effect on the amount of pollutants reaching our air and water and the maintenance of wildlife habitats. By choosing environmentally friendly products and practices, the region's citizens can take direct action to improve the region's environmental quality.

Who should take the lead in initiating this strategy?

A partnership between the Baltimore Metropolitan Council, educational institutions, and environmental non-profit organizations.

Strategy #5

Conduct an assessment of environmental and economic costs and benefits for major development projects, public projects, and public policies.

Why should we commit to this strategy?

Fully understanding the environmental and economic costs of major proposals is a prerequisite to balancing environmental protection and economic vitality.

Who should take the lead in initiating this strategy?

A partnership between the Baltimore Metropolitan Council, business, and environmental non-profit organizations to develop the assessment, environmental suitability, and fiscal impact methodologies.

F. Land Use

Vision statement

A region of new and revitalized neighborhoods based on compatible mixed-uses (housing, employment, education, cultural, retail, and green spaces) within walking distance of one another, sensitive to the environment, and served by adequate, efficient, and accessible infrastructure and public transportation systems. Preserved and agricultural land surrounds developed neighborhoods.

Strategy 1

There is majority support for "establishing zoning laws that encourage a mix of residential and commercial development that is accessible by public transportation" (75% favor, 48% strongly favor).

Strategy #1

Adopt zoning classifications and codes that promote mixed use, walkable and environmentally sensitive communities.

Why should we commit to this strategy?

Individual counties do not have the manpower or money to do an overhaul of their zoning codes. Each county is different. A model code with a streamlined approval system would decrease development cost, increase county efficiency and help achieve community design goals.

Who should take the lead in initiating this strategy?

This strategy has been initiated by a coalition including Chesapeake Bay Foundation, 1000 Friends of Md., Urban Land Institute and the

Homebuilders Association of Maryland. They should be supported by Vision 2030, the Maryland Municipal League and Maryland Association of Counties and local planning and zoning offices.

Strategy #2

Implement the Baltimore Rail System Plan and supportive land use around station stops.

Why should we commit to this strategy?

Promotes mixed-use development and other economic development.

Provides clean air environmental benefits.

Enhances mobility of transit dependent population for jobs and services.

Reduces increase in congestion on heavily traveled highways.

Who should take the lead in initiating this strategy?

BRTB, working with state delegations in legislature.

Maryland Department of Transportation to prioritize the program within Maryland Transit Administration. Solicit for state and federal funding.

Greater Baltimore Committee and Baltimore Regional Partnership are already working together on this strategy. Work together to build private-sector constituency for Rail Plan that will sort through planning issues with MTA and build support for necessary funding.

Strategy #3

Promote proactive state and county infrastructure funding in targeted growth areas.

Why should we commit to this strategy?

Development will go where the services are in place. Present policy has services following development, sometimes contrary to public policy. Public sector can better coordinate services if a neighborhood is viewed as an entity rather than on a site-specific basis.

Who should take the lead in initiating this strategy?

Strategy should be articulated and led at the county level with the cooperation of the state.

Strategy #4

Enhance zoning protections and funding for open space and agricultural land preservation.

Why should we commit to this strategy?

Our region's rural heritage is important for the diversity of our local economy, sources of fresh food, and our overall quality of life. The Baltimore Regional Partnership study "Planning for Sprawl" shows that

we will lose a substantial part of that heritage over the coming 20 years if we do not act decisively and quickly to change our course.

In addition, limiting the conversion of rural land to commercial and industrial development might mitigate the increase of chloride levels in the Liberty reservoir.

Who should take the lead in initiating this strategy?

BMC should convene the region's elected executives to set an ambitious rural preservation goal for the region and coordinate local policies to achieve it.

Baltimore County should convene a meeting of local planners in the region involved in rural preservation to tell the story of their program and the political dynamic that led to it.

G. Neighborhood and Community Character

Vision Statement

The region has a network of safe communities that promote neighborliness, diversity, beautification, and open space and historic preservation.

Strategy #1

Revise zoning to encourage mixed-use and transit-oriented development.

Why should we commit to this strategy?

This strategy addresses many of the most pressing issues – affordable housing, sprawl, creating community, walkability.

Who should take the lead in initiating this strategy?

Local government officials.
Local non-profit organizations.
Developers.

Strategy #2

Develop historical preservation plans in each jurisdiction.

Why should we commit to this strategy?

We are losing our historic resources in the city and elsewhere. This is related to community building (historic perspective), beautification, and architectural integrity.

Who should take the lead in initiating this strategy?

Local non-profit organizations and local government officials.

Strategy #3

Promote walkable communities boosting proliferation of attractive sidewalks, enhanced pedestrian-style street lighting, street trees, traffic calming and reduction, and other streetscaping measures.

Why should we commit to this strategy?

Current development patterns consume large acreages of land while utilizing walkable design standards would provide additional benefits of reducing dependence on the automobile.

Who should take the lead in initiating this strategy?

Local government in cooperation with developers and interested groups involved in promoting this strategy.

Strategy #4

Promote neighborhood beautification programs such as parks, plantings, billboard management, architectural standards and guidelines.

Why should we commit to this strategy?

Implementing this strategy provides most visible examples of success of neighborhood/ community/homeowner associations.

Who should take the lead in initiating this strategy?

Local jurisdictions and their officials in cooperation with non-profit organizations, environmental groups and associations.

Strategy #5

Encourage formation of community associations and promote neighborhood/community activities: special events, clean-up days.

Why should we commit to this strategy?

Through the promotion, enhancement and formation of neighborhood/community associations, issues raised during the Vision 2030 process, calling for community level involvement will have a greater opportunity to be addressed at the community level.

Who should take the lead in initiating this strategy?

Local governments.

Strategy #6

Promote formation and build the capacity of new and existing neighborhood and community associations.

Why should we commit to this strategy?

Neighborhood or community associations would do much of the planning and “leg work” for preservation, beautification, and public involvement for implementing the other strategies.

Who should take the lead in initiating this strategy?

Local jurisdiction officials and non-profit organizations, community groups.

Strategy #7

Promote resident involvement in community policing programs.

Why should we commit to this strategy?

Creation of programs to reduce crime that involve the community in policing itself will improve the resources available not only to reduce but also to prevent future growth in crime in communities.

Who should take the lead in initiating this strategy?

Local elected officials.

Local police agencies in partnership with neighborhood and community associations.

H. Parks and Open Space

Vision Statement

A region with expansive acreages of forests and parklands that provides recreational opportunities and environmental benefits and includes a mix of urban and suburban green spaces, community parks, recreational facilities, protected open land, and enhanced public access.

Strategy #1

Conduct a green infrastructure inventory (including forest, wetlands, fields, agricultural lands, streetscaping and urban parks) in all jurisdictions to guide decisions about which areas to protect and which ones to restore.

Why should we commit to this strategy?

Forest assessment leading to forest management plan will help public and private property owners adopt ecosystem management goals and techniques leading to greater resolution of Chesapeake Bay restoration and improve urban community life.

Who should take the lead in initiating this strategy?

Baltimore Metropolitan Council should assist in leading a region-based forest management assessment that can be developed into a management plan. This would involve working with state and federal agencies. Parks & People Foundation has developed these relationships and would be willing to partner with BMC to accomplish this task.

Strategy #2

Establish regional acreage targets for reforestation, forest protection and park development.

Why should we commit to this strategy?

It is critical to sustaining quality of life within the Baltimore region and assisting with Chesapeake Bay restoration.

Who should take the lead in initiating this strategy?

Vision Statement

The core values developed relating to Parks and Open Space were tested during the public meetings. Ninety-five percent of respondents believe there should be public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality.

We would suggest the private sector take the lead with government agencies cooperating and assisting. Parks & People Foundation, manager of the Revitalizing Baltimore project could provide leadership with other organizations to create a coalition.

Strategy #3

Set regional criteria for park development, including adequate funding for maintenance, public safety, programming, and public support (volunteers, friends groups).

Why should we commit to this strategy?

Sustaining parks and open space in healthy, well-maintained conditions is essential to ecosystem management goals and improves urban community life.

Who should take the lead in initiating this strategy?

Department of Natural Resources (as part of Program Open Space and its planning requirements) and Baltimore Metropolitan Council should assist in leading a region-based park maintenance assessment that can be developed into a management plan. This would involve working with state and federal agencies. Consult and work with private sector regarding funding issue and assistance system for low income communities.

Strategy #4

Develop a mechanism that provides expertise and capacity needed to hold title to land for protection and conservation purposes for parks and open space in urban and suburban areas. Engage all stakeholders (public and private) in the management and care of these properties.

Why should we commit to this strategy?

Sustaining parks and open space in healthy, well-maintained conditions is essential to ecosystem management goals and improves urban community life.

Who should take the lead in initiating this strategy?

Maryland Environmental Trust and Parks & People Foundation could assist in nurturing creation of an urban land trust system.

Strategy #5

Support development of a volunteer base and program to encourage community-based maintenance and programming for parks and open space.

Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action by volunteers who are willing to work on urban forest health.

Who should take the lead in initiating this strategy?

Private sector should lead with support from public sector. Parks and People Foundation has developed a network that could form the basis for this work.

Strategy #6

Develop/support education initiatives and programs that highlight the importance and value of forested parks and private open space.

Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action by volunteers who are willing to work on urban forest health.

Who should take the lead in initiating this strategy?

Private sector should lead with support from public sector. Parks and People Foundation has developed a network that could form the basis for this work.

Strategy #7

Develop an awareness campaign that highlights parks (bike trails, ball fields, open space, greenways) as an essential ingredient to crime prevention, health, economic development and neighborhood revitalization.

Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action by volunteers who are willing to work to sustain parks.

Who should take the lead in initiating this strategy?

Private sector should lead with support from public sector. Parks & People Foundation has developed a network that could form the basis for this work.

Strategy #8

Enforce ADA requirements and improve public access to parks.

Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action by volunteers who are willing to work to sustain parks.

Who should take the lead in initiating this strategy?

Public sector should lead with support from private sector, focusing on developmentally disabled advocacy groups.

Table 9: Concerns about public participation and planning.

Residents see a role for business in public policy. Eighty-five percent (85%) say it is important that “there be strong cooperation between business and government throughout the region.” However, only half (50%) agree with this strongly.

4. Government and Public Policy

The Baltimore region has distinctive strengths in the area of leadership, both public and private. The region has relatively few political jurisdictions and many political districts overlap jurisdictions, with a few institutions that coordinate regional issues in areas such as economic development and transportation. With the emergence of a political leadership that professes a stronger desire for regional cooperation, the limited number of jurisdictions



could become an important asset toward regional cooperation.

The region also benefits from a strong

philanthropic community, and a wealth of universities, faith-based and cultural institutions. It also benefits from strong non-profit organizations which are regional in scope. For example, Citizens Planning and Housing Association (CPHA) has held two "Rally for the Region" events that attracted thousands of participants as well as many of the region's elected officials.

Stakeholder interviews and focus groups revealed a number of the region's weaknesses. First and foremost is the lack of a coherent regional

Large numbers of those surveyed (61%) think it is “very important” that “all citizens in the region be involved members of their communities, actively participating in the civic process to make well-informed decisions and to choose good leaders.” Nearly as many believe that it is important that there be “regional cooperation and coordination among local leaders in areas where regional solutions have a role” (51% say this is “very important”).

Those who see civic participation as most important are those who probably feel most disenfranchised (city dwellers: 73%; blacks: 71%; and low-income residents: 69%). Those in the City are most excited about promoting regional cooperation (61% say very important), while those in Carroll County seem most ambivalent about such a solution (36%).

vision that addresses social, economic, environmental, transportation and land use issues together. The regional phone survey supported that concern. Slightly less than a majority (45 percent) say they have at least a “great deal” of concern that there is not enough vision and planning to deal with the region’s problems, that there is not enough public participation in solving these problems (45 percent), and that there is not enough regional cooperation when it comes to these issues (38 percent).

Next is the fact that the polarization between Baltimore City, along with the older suburban areas surrounding it, and the outer suburban counties, remains strong. This polarization is particularly evident in the lack of cooperation between the City and surrounding counties on social issues. Similar polarization also exists among the counties as they compete with one another to attract growth and economic development.

Finally, the focus groups revealed a lack of clarity regarding the definition and boundaries of the Baltimore region, with some seeing it as the area within the Beltway and others seeing it as an area from Pennsylvania to Virginia.

Where do we go from here?

Vision 2030 addresses Government and Public Policy issues through a vision statement and strategies that suggest the need to create an entity to take up the banner of implementing Vision 2030; act as a catalyst for regional cooperation among the public and private sectors; and build extensive awareness on regional issues.

Listed below are vision statement and strategies identified to address regional leadership.

Regional Issues

Vision statement

A cohesive region with dynamic public and private leadership where residents have the awareness, willingness, and opportunity to actively participate in effective and efficient regional planning and problem solving while maintaining a respect for local needs.

Strategy #1 & #2

Establish an entity focused on the implementation of Vision 2030 initiatives.

Educate the public and decision-makers through this new entity on the importance of Vision 2030, the key role their participation plays in making the Vision a reality, and the progress of implementation.

Why should we commit to this strategy?

Without a leadership organization overseeing the effective implementation of vision statements, Vision 2030 is a document without teeth and no way to ensure follow-up.

Who should take the lead in initiating this strategy?

Vision 2030 Oversight Committee in conjunction with BRTB – these groups should develop composition and responsibilities and funding of organizations.

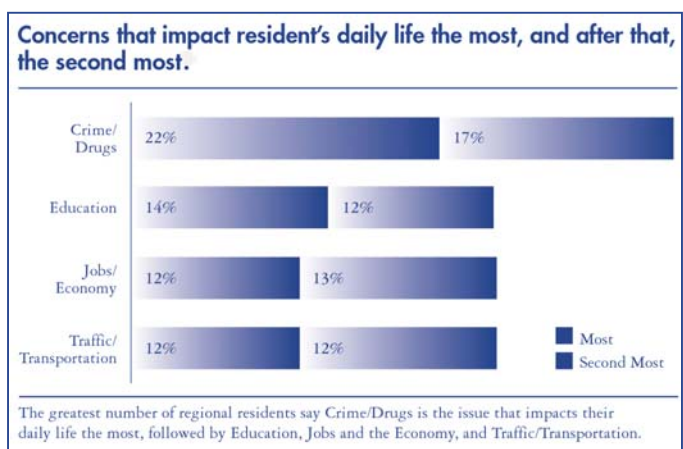
5. Livable Communities

Livable Communities addresses the areas that have profound impact on the region's quality of life and on the ability of the region to treat its citizens in an equitable manner.

On the positive side, crime rates are decreasing. From 1990 to 1998 the crime rate dropped by 9 percent with violent crime decreasing in Baltimore City by 16 percent¹².

Decrease in crime rates, however, has not been matched by a decline in the use of illegal drugs. According to Drug Strategies, the national drug

Table 10: Concerns that impact residents' daily life.



treatment organization, heroin overdose deaths tripled in Baltimore City and increased five fold in the five counties in the period between 1990 and 1999¹³.

Concentration of poverty exists throughout the region's older communities. The highest concentration can be found in Baltimore City, home to 57.5 percent of the region's population living in poverty. Poverty, however, is also increasing in older communities in the suburbs. In the

period from 1993 to 2000 the percentage of free and reduced-price meals in elementary schools increased in all counties except Harford.

The region lacks an equitable distribution of affordable housing. According to the regional phone survey, however, affordable housing does not generate as high a level of public concern as other issues. Slightly more are concerned (36 percent) than not concerned (32 percent) that “there is not enough affordable housing throughout the region,” with almost a third (28 percent) saying that they are just somewhat concerned. There is the greatest concern in Baltimore City (48 percent concerned, 27 percent not) and Howard County (45 percent concerned, 24 percent not), while in Harford and Carroll counties more are not concerned about the distribution of affordable housing than concerned.

As previously stated, jobs are steadily moving to the suburbs. From 1990 to 1997 Baltimore City lost 51,200 jobs, a 10 percent decline, while employment in the surrounding counties increased by 10 percent.¹⁴ When this trend is compounded with deficiencies in public transportation and affordable housing, it creates a profound disconnect between where the jobs are and where people live who need and could fill those jobs.

The region’s population is aging rapidly. In the past 10 years the median age for the region rose from 33.3 years to 36.2 years. By the end of the decade the over-45 group might account for more than 90 percent of the total population growth in the region.¹⁵ If the Baltimore region follows the national trend (with older people preferring to live in more compact walkable neighborhoods), the graying of the population could dramatically alter the region’s land use. It is also expected to increase demand on delivery of health services.

Residents who participated in the Vision 2030 focus groups feel that as the counties have flourished, much of Baltimore City has deteriorated. They pointed out that there are pockets of prosperity around the Inner Harbor – neighborhoods such as Canton, Federal Hill and Fells Point. But in many sections of the city, crime and drugs are rampant, and houses are left vacant. The blue-collar base has eroded, and there are few opportunities for those who are not professionals to earn a living wage. The sense is that all of the good jobs have migrated to the counties.

Where do we go from here?

Vision 2030 addresses the environmental trends and perceptions through vision statements and strategies identified for the following categories:

- Housing – with a focus on diverse and affordable housing choices.
- Social Issues – addressing problems such as poverty, racism, crime and drug addiction.
- Public Safety and Crime Reduction – with an emphasis on the creation of safe and secure cities and neighborhoods, special programs for youth offenders and an effective and convenient judicial system.
- Health – addressing environmental health risks and the accessibility of high-quality health care.

Listed below are the vision statements and strategies identified for each of these categories. Also listed are the supportive findings that show the level of endorsement that the region’s residents gave for many of the vision statements and strategies.

Vision statement

A large number of those surveyed clearly agree with the core value: "communities throughout the region would include housing opportunities for people of all racial, social and economic backgrounds." More than eight in ten (83%) say this is important, and a majority (57%) feels this way strongly.

Strategy #2

According to the regional phone survey, there is majority support (67% favor, 46% strongly) for the notion that "all new housing developments in the region include a percentage of housing units for low and moderate income families." However, this is the least popular of all the strategies tested. Though there is only mild opposition, the largest number of residents opposes this strategy (30% oppose). While there is majority support in each of the counties, this strategy is far more popular in the City (81% favor, 67% strongly), and least popular in Carroll County (52% favor, 41% oppose).

A. Housing

Vision statement

A region that has a diversity of housing choices for all ages and income groups within well-planned and attractive new, redeveloped and revitalized communities.

Strategy #1

Perform a regular inventory of housing needs, potential land for development, and innovations in building techniques and products to address current and future housing demands.

Why should we commit to this strategy?

Unless there is a qualified understanding of available residential development potential in the region; opportunities for new forms of development, where development should be located and the capacity to support new growth; many of the strategies in Vision 2030 can not be implemented.

Who should take the lead in initiating this strategy?

A coalition of parties should work cooperatively to develop and maintain a data base of items identified in this strategy.

Strategy #2

Increase the supply of affordable housing in the region/state through a moderately-priced dwelling unit program.

Why should we commit to this strategy?

To increase availability and provide affordable housing opportunities throughout the region and state.

Who should take the lead in initiating this strategy?

Region-wide coalition of builders, developers, affordable housing advocates, government planners and smart growth/environmental groups.

Strategy #3

Increase state housing bonds and housing funding to leverage or finance mixed income development.

Why should we commit to this strategy?

Because we have an idea that state housing financing could better promote smart growth principles. We don't want low-income housing concentrated in one area and want to encourage mixed-income housing.

Who should take the lead in initiating this strategy?

The governor.

Strategy #4

Revitalize and fully utilize the existing affordable housing stock.

Why should we commit to this strategy?

There is a lack of safe, decent affordable housing in the region. While attempts are made to increase the supply, we should be mindful of the maintenance and management of the existing supply of public and publicly assisted housing to ensure that it is maintained and preserved as affordable housing.

Who should take the lead in initiating this strategy?

Baltimore Metropolitan Council or perhaps Maryland Center for Community Development convene high placed county and city officials.

Greater Baltimore Committee follows up on implementation of recommendations of the Mayor's Management and Efficiency Study of DHCD.

Strategy #5

Encourage "age in place" housing opportunities in new and existing neighborhoods and developments.

Why should we commit to this strategy?

The percent of elderly will double within the region by 2030 and require dramatically different housing types on an unprecedented scale.

Who should take the lead in initiating this strategy?

Local planning and zoning offices working with elderly social service providers.

Strategy #6 and #7

Revise local development regulations to encourage growth consistent with smart growth principles through mechanisms such as zoning ordinances, building codes, design guidelines, flexible zoning/development regulations.

Develop procedural incentives for better planning/site design/infill development.

Why should we commit to this strategy?

More efficient land use and better-planned communities.

Who should take the lead in initiating this strategy?

Mayor, the City of Baltimore and Annapolis, and county executives.

Strategy #8

Provide incentives through land assembly and infrastructure re-investment in existing communities.

Why should we commit to this strategy?

Reducing barriers to investing in older communities and creating incentives for redevelopment are key to making redevelopment an attractive alternative to new development in greenfields.

Who should take the lead in initiating this strategy?

Mayor, the City of Baltimore and Annapolis, and county executives and development community.

Strategy #9

Create effective mobility programs related to job access.

Why should we commit to this strategy?

To improve the use of a federally funded tool to offer housing choices to families with low incomes.

Who should take the lead to initiate the strategy?

Mayor, the City of Baltimore and Annapolis, and county executives.

B. Social Issues

Vision statement

A region of ethnically and economically diverse communities which provide opportunities for children, youth, seniors and other segments of the population and where problems such as poverty, racism, crime and drug addiction are minimized.

Strategy #1

Encourage public and private financing for development that is ethnically and economically diverse.

Why should we commit to this strategy?

Deconcentrating poverty – in a way that avoids reconcentrating it elsewhere – will provide more equal opportunity for all citizens, especially children, eliminate a major factor driving sprawl, and address our legacy of racial and economic segregation.

Who should take the lead in initiating this strategy?

Religious institutions and civic organizations must educate and organize.

Political leaders must stick their necks out and lead.

Legislative bodies and County/City Councils must legislate.

Strategy #2

Initiate a regional campaign to open dialogues about racism, its motives, its causes, its impact and its elimination, as well as to reduce fears of living in close proximity to other cultures and races.

Vision statement

One of the core values developed by the Vision 2030 Thematic Subcommittees was: "Inclusive Communities. Communities in all jurisdictions of the region, include housing opportunities for all people that maximize diversity of racial, social and economic backgrounds and minimize segregation or concentration of population by race or class." According to the telephone survey, more than seven in ten in each county say inclusive communities are important, but there exist the same regional differences seen throughout when it comes to strong agreement. Those in Baltimore City are much more likely to say this is "very important" (74%) than county residents, as well as blacks (82%), renters (71%), low income (70%), and younger women (65%). There is also a slight gender divide (61% very important among women, 52% among men).

Why should we commit to this strategy?

The frequent instability of integrated communities that over time resegregate from majority-white to majority-black helps to drive sprawl.

Who should take the lead in initiating this strategy?

Faith institutions and anti-racism groups, with support from local governments and businesses.

Strategy #3

Provide facilities and programs for children, youth and seniors that are accessible by walking or by convenient public transportation.

Why should we commit to this strategy?

Kids and seniors have the least access to cars and are most impacted by programs that are only auto accessible. Whether it's a ball game for 10 year olds or a bingo game for 70 year olds, it serves better if you can walk, bike or bus.

Who should take the lead in initiating this strategy?

BMC could help develop criteria for such a policy.

Local government needs to make policy (city/county/council).

Local administration (education boards, senior citizen councils, etc) needs to implement.

Strategy #4

Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.

Why should we commit to this strategy?

Teenage pregnancy, especially among single women, probably contributes more to society's ills (drug addiction, poverty, illiteracy, crime) than any other single cause.

Who should take the lead in initiating this strategy?

State Health Secretary – he is publicly charged with the public health welfare of all Maryland citizens.

Strategy #5

Create statewide legislation with adequate funding to provide substance abuse treatment on demand.

Why should we commit to this strategy?

Drug addiction is one of the primary causes of crime, poverty and social dysfunction, which destroy neighborhoods and affect communities throughout the region.

Who should take the lead in initiating this strategy?

Governor/Lieutenant Governor/General Assembly – role should be leadership to ensure the job gets done.

Strategy #6

Support efforts to reduce poverty throughout the region.

Why should we commit to this strategy?

The region cannot prosper with remaining areas of concentrated poverty. We cannot attract /retain employees without a skilled workforce. The health of the whole depends on the health of all its parts.

Who should take the lead in initiating this strategy?

Coalition lead by City and County employment development offices, Centers For Poverty Solutions, Job Opportunities Task Force, CPHA and Advocates For Children and Youth.

Vision statement

According to the regional phone survey, crime and drugs top the list of issues that impact one's life the most on a daily basis. Almost a quarter (22%) of regional residents list crime and drugs as their top concern. However, this significant percentage is driven by the intensity of concern among Baltimore City residents. Almost four in ten (38%) city respondents say crime and drugs was their primary concern, compared with much smaller numbers in the counties (ranging from 19% in Baltimore County to 10% in Carroll). Baltimore County is the only other place where crime and drugs was residents' top concern (19%).

C. Public Safety and Crime Reduction

Vision Statement

A safe region in which to live and work comprised of safe and secure cities and neighborhoods free of fear, crime, and drugs with adequate public safety personnel and facilities including police, neighborhood watch programs and community policing, street lighting, support centers for victims of crimes, special programs for youth offenders, fire safety programs, and an effective and convenient judicial system.

Strategy #1

Decentralize District Court and Criminal Justice resources i.e. Department of Juvenile Justice, Parole and Probation, and provide alcohol/drug treatment and mental health coordination at focal points.

Why should we commit to this strategy?

State resources to support district court activities should be dispersed to bring services to all citizens.

The location of state facilities should be in the area of greatest need, convenience and use. Concern should be given to the expense to the county and municipal governments, the additional traffic, parking and pollution problems caused by centralization of services, the inconvenience to victims and citizens; rather than the negligible cost savings to the state.¹⁶

Who should take the lead in initiating this strategy?

The counties and affected municipalities in the region should request the statistics from the District Court and state agencies in Annapolis.

Strategy #2

Improve contact with at-risk youth within the school system through programs such as school policing and family counseling with mental health professionals inside schools.

Why should we commit to this strategy?

Many of communities' problems are related to young people failing or leaving school. Once out of school they become problems for the police and local businesses¹⁷.

Who should take the lead in initiating this strategy?

The Criminal Justice Coordination Council in each subdivision.

Strategy #3

Provide early intervention for first time juvenile offenders with more treatment and education resources as well as more detention facilities.

Why should we commit to this strategy?

Juveniles who are basically good sometimes get involved with others who lead them into crime. Some juveniles do not know consequences of behavior until they have been arrested. If juvenile crime is not addressed and reduced there will be very little change in current adult crime statistics.

Who should take the lead in initiating this strategy?

Maryland Department of Juvenile Justice – statewide agency.

Strategy #4

Encourage community-based groups to identify specific problems which can be addressed through intervention by government or grants provided to the community-based groups which take ownership of problems and implement solutions (i.e. community based youth panels).

Why should we commit to this strategy?

The purpose of this is to empower citizens to deal with crime problems in their communities. Often citizens know of quality of life crime (disturbing the peace, loitering, dumping, zoning and building code violations) but do not have a path to bring them to the attention of government or help plan a response. Further, citizens do not understand the response of police and prosecutors to crime.¹⁸

Who should take the lead in initiating this strategy?

Either the local CJCC, local government or community policing or prosecution unit should be the sponsor to contact the various parties and ask them to come together for an ongoing dialogue of issues and solutions.

Strategy #5

Provide anti-domestic violence and sexual assault education at an early age through schools, religious institutions, police athletic leagues, youth centers and homes.

Strategy #4

Eighty percent of regional phone survey respondents strongly agreed with strategy #4: "Establish community based programs to reduce juvenile crime".



Public meeting participants

Why should we commit to this strategy?

These problems are increasing. Often these negative traits are learned and passed. The problem is widespread and touches all socioeconomic levels.

Who should take the lead in initiating this strategy?

School systems with Department of Social Services, State's Attorneys, county governments, police, and religious institutions.

Strategy #6

Expand public safety resources to meet community growth and needs.

Why should we commit to this strategy?

A minority of offenders commits the majority of the crime. If they can be identified, arrested, convicted, sentenced and incarcerated, they cannot commit other crimes. A regional approach to enforcement, prosecution, and incarceration would be more effective and efficient without suspects being overlooked or missed.

Who should take the lead in initiating this strategy?

Regional approach for crime analysis and analysis of demographic and census information.

Strategy #7

Create a regional task force to study the relationship between ease of transportation access throughout the region and the increased incidence of crime.

Why should we commit to this strategy?

Increases in crime in certain suburban areas of the region have been attributed to the presence of rail transit. In fact, the increase in crime in suburban areas of the region has occurred equally in areas whether rail transit does or does not exist. To further support the extension of rail transit throughout the region, perceptions concerning the relationship between all forms of suburban access need to be studied and documented.

Who should take the lead in initiating this strategy?

The elected officials in concert with law enforcement agencies in the region and at the state level.

D. Health

Vision statement

A healthy region where environmental health risks have been minimized for all citizens and which provides a comprehensive, affordable, high-quality health care system accessible to all citizens

Seventy five percent of the regional survey respondents strongly agree with this statement: “reduce environmental health risks throughout the region. Similarly, 74% of survey respondents favor passing “statewide legislation for funding substance abuse treatment on demand” with 20% opposing it.

emphasizing education and preventive strategies and also providing ample services to prevent and treat addictions.

Strategy #1

Provide incentives for doctors and mobile or satellite facilities to locate in more remote, less accessible parts of the region, as well as in more densely developed neighborhoods.

Why should we commit to this strategy?

To improve the quality of life through the availability of basic health care services in areas of the region where opportunities are not currently available.

Who should take the lead in initiating this strategy?

A specialized task force with experts/in field practitioners to work with an entity implementing Vision 2030.

Strategy #2

Encourage young people to choose health care careers and provide incentives for them to remain in the region.

Why should we commit to this strategy?

Health care services are in desperate need of individuals to fill existing personnel opportunities and will need even greater levels of new personnel to accommodate future health care needs.

Who should take the lead in initiating this strategy?

Higher education institutions in the region should lead the effort to interest individuals in health care professions.

Strategy #3

Using a grassroots mobilization/community organizing model, provide all Marylanders access to quality and affordable health care.

Why should we commit to this strategy?

There are 600,000 Marylanders without health insurance including 43,000 children, 800,000 Marylanders with “bad” insurance (i.e. bad coverage or high costs- deductibles and premiums), and 200,000 Maryland seniors without drug benefit. Uninsurance is a problem that leads to bad health outcomes for the uninsured, higher health care costs for society in general, and economic jeopardy for many Marylanders.

Who should take the lead in initiating this strategy?

Maryland Citizens’ Health Initiative began operations four years ago to organize the community around the need for “health care for all.”

Strategy #4

Develop aggressive health education programs that emphasize prevention, including awareness of environmental health issues.

Why should we commit to this strategy?

It is important to educate residents throughout the region about public health aspects of diseases and conditions that affect their health. Providing alternative or new approaches will help residents prevent health related illnesses.

Who should take the lead in initiating this strategy?

The Vision 2030 Oversight Committee should facilitate the discussion of regional approaches and development of new educational programs that assist local health departments.

Strategy #5

Maximize lead paint hazard reduction through a combination of education, investment and enforcement.

Why should we commit to this strategy?

In the last three years alone more than 25,000 young children in Baltimore City have been diagnosed with blood lead levels over the “level of concern” established by the Centers for Disease Control and Prevention. We should fully fund and finish implementing the Coalition to End Childhood Lead Poisoning’s strategic plan for ending lead poisoning (entitled “Windows of Opportunity”), because under its implementation thus far we have achieved a 45 percent reduction in poisoned children since 1999 and an 85 percent reduction since 1994.

Who should take the lead in initiating this strategy?

The Coalition to End Childhood Lead Poisoning is the appropriate party as it works in broad partnership with all parties and maintains day- to-day focus on the issues. The Coalition also wrote the first strategic plan for inter-agency and public/private partnerships. It should maintain an accountability matrix for all groups and convene resources to accomplish the broad goal of ending lead poisoning by 2010 in partnership with communities, property owners, health care providers, social service providers and government.

Strategy #6

Evaluate addiction prevention and treatment programs to determine best and most effective practices. Direct resources to expand and replicate the most effective programs and practices, emphasizing both prevention and treatment.

Why should we commit to this strategy?

The epidemic of illegal drugs has turned approximately 120,000 of the regions residents into addicts. Our piece-meal approach has only scratched the surface for effective treatment of the abuse.

Who should take the lead in initiating this strategy?

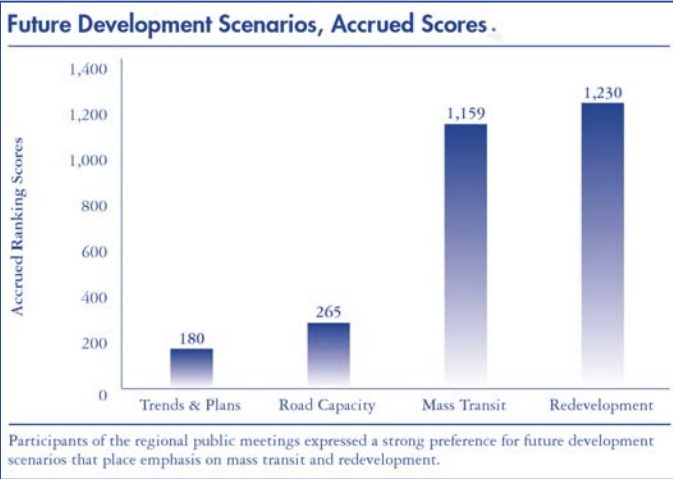
A coalition or advisory committee to consolidate efforts.

The Baltimore City “Believe” campaign would impact a large group of people.

6. Transportation

The Baltimore region is served by an efficient interstate system and highway network that lacks the level of congestion found in other parts of the country. The region ranks 29th in the nation for congestion levels. The annual delay due to traffic congestion per capita is 31 hours, compared to 56 hours per year in Los Angeles, 46 hours per year in Washington D.C, and 26 hours per year in Philadelphia¹⁹.

Table 11: Public meeting participants expressed a clear preference for the Emphasis on Redevelopment and Mass Transit Scenarios over the Trend and Emphasis on Roads Scenarios.



Bus and rail use is also increasing in the region. From 1990 to 1998 total bus and rail ridership in the region increased by 15 percent, from 81 million to 93

million, although it still has not reached 1980 levels, when 102 million riders traveled by bus or rail²⁰. Sixteen percent of workers in the region (889,650 workers) do not drive to work.

Congestion is clearly a major regional concern. Sixty percent (60 percent) of residents say they have at least a “great deal of concern” that

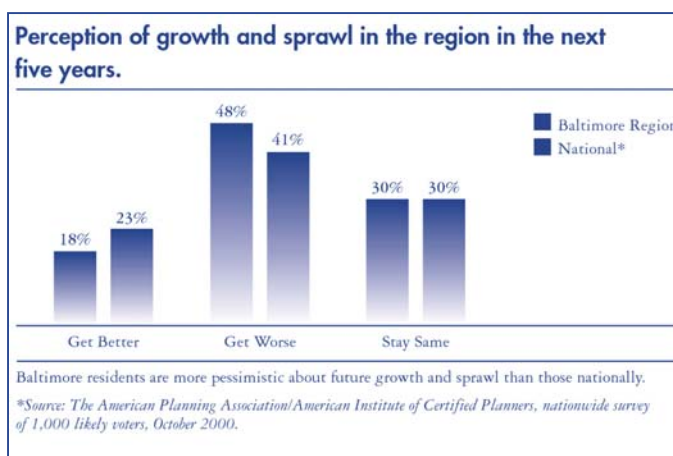
96% of the regional public meeting participants either agreed or strongly agreed with a core value to provide “reasonable and safe access from home to a job that pays a family-supporting wage with benefits, to educational and retail facilities, to open space and recreation, to quality medical care, and to personal and social services.” The results were confirmed by the telephone survey with 93% of the respondents considering that core value important and 76% very important. To most, however, “reasonable access” is probably equated with driving.

Table 12: Perception of future growth and sprawl.

“traffic congestion is getting worse and making commute times longer” (26 percent say that congestion is one of the things that concerns them most about life in the region). Again, there is a dichotomy between those in the city and those in the counties who place more emphasis on this issue. Concern also differs across race and income lines with whites (63 percent) much more troubled than blacks (50 percent), and upper income residents (65 percent) more concerned than those in the lowest income bracket (54 percent). Concern heightens as commute times lengthen.²¹

Even though congestion in the region is still low in comparison to other parts of the country, Vehicle Miles Traveled (VMT) is increasing. From 1990 to 1998, VMT increased by 7,760 miles, a 21 percent increase²². This increase is five times the rate of population growth for the region during the same period.

The increased rate of congestion did not escape focus group participants. Many expressed concerns about traffic and congestion. They did not, however, express much support for transportation alternatives to



driving. Particularly those living in more rural areas in the region found the region’s public transportation system inadequate, and did not

use it. When asked if they would use public transportation if it were more accessible, most admitted they would not. Said one participant, “It would take a tremendous cultural shift and marketing campaign to get the minds of the people who have lived here all these years and relied on their cars to move to public transportation.”

Transportation preferences were also tested, together with different regional growth options, as part of the Choices for the Future questionnaire²³, leading to different results. Public meeting participants expressed a clear preference for the Emphasis on Redevelopment and Mass Transit Scenarios over the Trend and Emphasis on Roads Scenarios after evaluating their performance on transportation indicators such as: time spent driving; gasoline consumption; ability to walk to a rail or bus stop; accessibility of jobs to transit; increased opportunities to walk; and increased access to bus and rail. These results show that the region’s residents appreciate the development patterns associated with mass transit, such as more compact development with proximity to transit nodes. However, this does not necessarily reflect their desire to use transit on a regular basis.

The telephone survey reveals that while residents are clearly bothered by traffic congestion, they are somewhat apprehensive about considering transportation alternatives. In fact, residents are not that troubled by the lack of public transportation options. More (39%) do not care that “there is not enough good public transportation” than express concern (31%). Interestingly, there are not a lot of subgroup differences on this issue. Frequent mass transit riders are the only group among which a majority (54%) are concerned.

Where do we go from here?

Vision 2030 addresses Transportation issues through a vision statement and strategies that suggest the need to develop a multi-modal regional transportation system as the foundation to shape and direct the region's growth and as a way to improve access to jobs.

Listed below is a vision statement and strategies identified to address Transportation. Also listed are the supportive findings that show the level of endorsement that the region's residents gave for many of the vision statement and strategies.

A. Transportation

Vision Statement

*Vision statement
92% of the regional public meeting participants either agreed or strongly agreed with the core value to create "A comprehensive, multi-modal transportation system" in the region.*

There is a fully funded, safe, and convenient transportation system for moving goods and people within the region and beyond, helping to shape and direct the region's growth. The public transit system is reliable, understandable, affordable, safe, clean, efficient, and accessible to all residents. The highway system is connected and efficient, with priority improvements focused on congested and distressed areas. The pedestrian and bike trail system is interconnected throughout the region.

Strategies #1 and #2

Identify and implement adequate funding for mass transit and other transportation modes.

Improve coordination of transportation improvements within and among jurisdictions in the Baltimore Region and beyond.

Why should we commit to this strategy?

Without adequate funding for mass transit, the goals relative to mass transit and goals relative to an expanded mass transit effort in this region will never be met.

Who should take the lead in initiating this strategy?

The Baltimore Regional Transportation Board should be at the forefront of this effort. They should lobby the governor, the Maryland Department of Transportation and the General Assembly to secure funding approval.

Strategy #3

Create a comprehensive radial and circumferential, intra- and inter-regional, rapid or heavy rail and/or light rail system to connect major employment centers with each other and with residential areas.

Why should we commit to this strategy?

This may be the one idea with the greatest impact on transportation in the region. It has the potential to reduce the rate of congestion, reduce pollution, and improve the accessibility of places of live, work, and play for all of the region's residents.

*Strategy #3
The phone survey revealed a depressed concern over a couple of transportation issues. Almost as many regional phone survey respondents say they are not concerned (32%) about inadequate transportation linkage from county to county as say they are concerned (36%).*

This strategy supports one of the Social Equity principles, “Land use and transportation planning that does not require that a household have a car to live successfully in any community.”

Some people say that they would ride a transportation system “if it went where I need to go.” The current Metro and light rail systems are too limited to address this sentiment.

Who should take the lead in initiating this strategy?

The governor. This project will require extensive State funding, and if the governor is not in a lead position with the project, it will not happen.

The Maryland Department of Transportation. The governor will engage the secretary of the Department of Transportation to help sell the idea and implement it.

The county executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the state of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the governor to support it.

The Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners in the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such a comprehensive system for the health of the region. The GBA’s role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region’s county executives and the Mayor of Baltimore are on the GBA.

Of course, the Baltimore Regional Transportation Board has an important role, too, in pursuing this strategy.

Strategy #4

Improve the interconnection of transportation elements (automobile, bus, rail, and paratransit) within and among jurisdictions.

Why should we commit to this strategy?

Someone once said, “Collaboration is an unnatural act performed by unconsenting adults.” The region’s transportation system has many players, agencies, plans, and funding streams. If we can get all of the agencies and funding streams directed toward making the parts and pieces work together in a coordinated fashion, the region will benefit greatly.

Who should take the lead in initiating this strategy?

The governor and the Maryland Department of Transportation. The governor will engage the secretary of the Department of Transportation to help sell the idea and implement it.

The county executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the state of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the governor to support it.

The Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such improved coordination. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's county executives and the Mayor of Baltimore are on the GBA.

Of course, the Baltimore Regional Transportation Board has an important role, too, in pursuing this strategy.

Strategy #5

Conduct public information campaigns to promote awareness of transportation issues affecting the region, to inform residents of the following strategies, and to generate their support.

Why should we commit to this strategy?

Committing to this strategy will improve the public's awareness of current transportation system conditions and the results of capital improvement programs. This will raise the priority of transportation issues in the public agenda.

Who should take the lead in initiating this strategy?

The Vision 2030 Oversight Committee should take the lead in fostering the development of a process to accomplish this strategy. The auditing, organizing and reporting of information should be independent of the public agencies collecting the data in order to improve its usefulness, reliability and credibility. A team of university resources using public and private university resources should be assembled to accomplish a broad-based credibility, e.g., to avoid the appearance of having political direction or goals.

Strategy #6

Expand opportunities for public input in the transportation planning process.

Why should we commit to this strategy?

The public needs to be engaged in this process and feel as if they are a part of the process, not apart from the process.

Who should take the lead in initiating this strategy?

The Baltimore Regional Transportation Board should take the lead to develop and have implemented the strategy.

Strategy #7

Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects.

Why should we commit to this strategy?

If we are to change the development patterns of this region, we must use both the carrot and the stick approach. By creating development incentives, clearly we can provide carrots of opportunity to developers to create more transit friendly and less auto dependent developments.

Who should take the lead in initiating this strategy?

The county executives and mayor of the City of Baltimore should initiate appropriate legislation with the Maryland Department of Planning and the Office of Smart Growth providing assistance.

Strategy #8

Improve incentives to use alternative transportation modes such as carpooling or mass transit.

Why should we commit to this strategy?

Encouraging more people to use mass transit is not easy. Financial and convenience incentives will help to peck away at changing attitudes.

Who should take the lead in initiating this strategy?

The governor and the Maryland Department of Transportation. The governor will engage the secretary of the Department of Transportation to help sell the idea and implement it.

The county executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the state of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the governor to support it.

The Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such improved coordination. The GBA's role

is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's county executives and the Mayor of Baltimore are on the GBA.

Of course, the Baltimore Regional Transportation Board has an important role, too, in pursuing this strategy.

Strategy #9

Create a car-share program.

Why should we commit to this strategy?

This is yet another idea to reduce the reliance on automobiles, especially for daily driving. Some people say that they have to drive a car daily because of the need for occasional use of the vehicle. Car-sharing programs can help these persons meet their vehicle needs on an as-needed basis only.

Who should take the lead in initiating this strategy?

The Baltimore Regional Transportation Board might be the ideal organization to convene a working group to set up car sharing.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such a comprehensive system for the health of the region. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's county executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership for its role in educating and mobilizing communities and the public as a whole.

7. Implementation

The next phase of Vision 2030 is to see that the region's vision statements and strategies are implemented in the areas of economic development, education, environment, government and public policy, quality of life and transportation. This is, of course, a complex task. Issues are difficult to tackle and much time and effort are required to establish the climate for regional cooperation that is conducive to implement a regional vision. The scope of the vision, all encompassing by design, may lack the poignancy and focus often associated with narrow, single-issue campaigns, thus requiring additional effort. The process of turning residents' aspirations into action must be carefully calibrated to energize the region and maximize economic and organizational resources, while summoning the necessary support of the public and private sectors.

The need for action is clearly expressed in the first of two strategies under the Government and Public Policy category. The strategy recommendation to "Establish an entity focused on implementation of the Vision 2030 initiatives." The Vision 2030 Oversight Committee discussed how to implement this strategy, and by extension, Vision 2030 as a whole, in their October, November and December 2002 meetings. An ad-hoc implementation committee of the Oversight Committee was asked to review options and provide preliminary recommendations.

As part of their deliberation, the Oversight Committee reviewed specific conditions that could facilitate or hinder implementing the vision in the Baltimore region. They also investigated how other regions had

addressed implementing vision programs similar to Vision 2030. The results of this dual exploration are summarized below.

Conditions specific to the Baltimore area are:

- The existence of a multitude of organizations already active in the thematic areas of Vision 2030. This makes the creation of a new organization problematic.
- The high levels of competition for funding from corporations and foundations. This competition has increased as a result of recent cutbacks in funding levels and economic uncertainty that make a multi-year commitment needed to support implementation more difficult to secure. Several of the local foundations have been proactive in developing their own programs designed to foster regional thinking and might be less inclined to support competing initiatives.
- The strongly held belief that the region's governments should play a major role in implementing the vision.

The Oversight Committee also reviewed how several regions in the country are implementing their visions. These visions, from Envision Utah in the Salt Lake region to Region 2020 in the Birmingham, Alabama region, while different in methodology, share common trends in the way they approached implementation. Learning from their experience can be of help in setting up the appropriate implementation structure for the Baltimore region. A review of these best practices shows that:

- Implementation is in the hands of independent organizations expressly created to support the vision. Although it is possible that implementation becomes the responsibility of an existing organization, it is often difficult to find one with the regional reputation, focus and mission needed to implement a vision.
- These organizations are highly visible and credible, a reflection of carefully appointed boards and chairs. Boards typically consist of business and civic leaders, philanthropic institutions and citizens (and in some case government representatives). They reflect the diversity of interests found in their region that must be on board for successful implementation. Chair or co-chairs of these organizations typically are highly visible individuals who have political, economic and grassroots credibility. They have a reputation for impartiality and can seek and build common ground.
- These organizations are very committed to implementing all aspects of the vision and are going about their tasks with dedication, passion and competence. Often, they are set up to go out of business in few years.
- Task Forces are often created to implement a specific aspect of a vision. Task Forces are comprised of volunteers that bring to the



The Oversight Committee developing vision statements and strategies.

table the highest level of expertise to advance the implementation of a specific aspect of the vision.

After considering the region's unique conditions and the lessons from national best practices, the Oversight Committee is recommending an integrated and collaborative approach to implement Strategy 1 in the Government and Public Policy category, and by extension, Vision 2030.

This approach comprises the following steps:

- The Oversight Committee – reshaped to include representation from other organizations likely to play a role in implementing the vision – asks the Greater Baltimore Committee to facilitate a 120-day process to organize and structure the implementation of Vision 2030.
- The Greater Baltimore Committee, working with the reshaped Oversight Committee is asked to:
 - a. Identify the most appropriate way to involve business, government and foundations in funding the effort;
 - b. Conduct an inventory of organizations already addressing the strategies identified by the vision;
 - c. Recommend how such organizations can be integrated into the implementation of the vision;
 - d. Engage area elected officials in a one-on-one dialogue on how best to connect implementation of the vision with the governmental decision-making process; and
 - e. Recommend organizational structure, staffing and governance structure for the implementation effort.

Regarding the organizational structure of the entity empowered to implement Vision 2030, the Oversight Committee is recommending the review of four options. These are:

- Create an independent spin-off organization with a board that includes members of the present BMC board as well as business and community representatives.
- Restructure the Baltimore Metropolitan Council, expanding its board to include business and community leaders and broadening the organization's scope to encompass the scope of Vision 2030's vision statements and strategies. This arrangement would have the effect of turning BMC into a proactive regional implementation entity.
- Establish an independent entity to implement Vision 2030. This entity could be in the form of a new organization or as an ad-hoc coalition of existing organizations likely to become involved in implementing aspects of the vision.
- Implementing Vision 2030 through an existing organization.

At the end of the 120 day period, the Oversight Committee will report back to the region's elected officials and community outlining its findings

and recommendations on how to implement Strategy 1 of the Government and Public Policy category and, by extension, Vision 2030.

8. Endnotes

¹ Appendix 3: Regional Trends

¹ Appendix 3: Regional Trends

¹ Source: Baltimore Metropolitan Council

¹ The farming sector and its related industries account 3 percent of Maryland gross state product in 1999 employing 62,700, according to the Maryland Agricultural Land Preservation Foundation Task Force report, August 2001

¹ See: Appendix 3: Regional Trends, Table 4

¹ Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition

¹ Chesapeake Bay Foundation

¹ Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition

¹ Currently, approximately 30 percent of the region's land (407,321 acres) is protected by easements or is designated parkland.

¹ Appendix 4: Regional Workshop Results

¹ Appendix 2: Strengths and Weaknesses

¹ Appendix 3: Regional Trends

¹ Ibid

¹ Source: Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000

¹ *A New Framework for Regional Development*, Baltimore Metropolitan Council, October 2000

¹ The answer to this question also includes the following: Currently, for example the state multi-service center for Harford County is located in Bel Air. This includes the District Court, DSS, DJJ, P&P and other services needed by citizens at the other end of the county.

80 percent of the crime and traffic cases in Harford County come from the Aberdeen, Edgewood and Havre de Grace areas of the county. There are four police agencies, (Aberdeen Police, Havre de Grace Police, Harford County Sheriff's Southern precinct, and the Kennedy highway barrack of the Maryland State Police) which patrol this area. Yet every agency must send their officers a half-hour drive from the district to Bel Air for court, one-hour round trip. In other words the police costs are driven up by thousands of hours of wages, overtime, gas and wear on vehicles [because officers have to travel one hour round trip to appear in court.] Meanwhile, the areas that the police have left are without police protection.

The same is true for the victims and witnesses, many without cars or licenses that have to spend half a day traveling to court by walking to bus stops, riding the county bus through its route and going through same for the return. Often all this trouble is for a case where the defendant fails to appear or the case is postponed, a jury

trial is sought or the case is plead out. Then the police, victims and witnesses trek back.

The other side of this is that the juveniles that are supervised by DJJ or the defendants on probation have travel to Bel Air to see their agents and in some instances cannot participate in programs for lack of transportation. When the agents have located their offices in the southern part of the county, the agents still have to travel to Bel Air for court appearances in the middle of the day. Satellite locations could be built rather than expanding existing buildings. This would afford easier access to criminal justice resources as well as health department services, drug, alcohol, juvenile and family counseling. But satellite locations have not been built because it is inconvenient for the District Court.

¹ The answer to this questions also includes the following: Some of these kids leave school because of family problems or lack of family support. While they remain in school they are behavior problems, creating problems for teachers and administrators, but their behavior problems are related to undiagnosed health issues or family dysfunction. In the long run these children cost society in added supervision, criminal justice costs and lost productivity.

The only real opportunity to help these children is in the school. While we provide free meals in schools to nourish their body we fail to help them deal with the issues of spousal and child abuse, drug and alcohol abuse, crimes that occur in their homes and psychological problems. Their behavior distracts teachers and prevents their classmates from getting a good education. Principals and guidance counselors are not competent to deal with these issues.

The only professional that can deal with the individual, the family, behavioral problems and psychiatric and behavioral diagnosis is a licensed clinical social worker (LCSW). In order to have them available to respond immediately to classroom problem, truancy, abuse or neglect, the LCSW must be employed by the school system and be in the school. This would allow them to do classroom observation, behavioral modification in the classroom, work with and counsel teachers and administrators and be available to meet with children and families.

Teenagers have limited opportunities to learn about employment and volunteer openings. Schools need to provide an office (not a table in a hallway) for military recruiters, employment recruiters, and volunteer organizations (fire companies, hospitals, church or school groups) to use to meet privately with students.

Many children only meet with police during stressful or negative circumstances and often hear negative comments about the police. To counteract this, school police officers allow children to meet them in a neutral or even positive light. The children can also help the police to learn about problems in the school or neighborhood.

¹ The answer to this question also includes the following: The citizen becomes frustrated with what they see as a lack of response or caring from the law enforcement community, when in fact the police do not have the facts they need to take action. By bringing them together, both sides learn of the other's concerns and how to help one another to solve the community's problems. The government agencies learn of the inner workings of the community and identify previously unknown problems. The community group can also set up a youth panel to sit in judgment of minor juvenile cases and come up with dispositions that benefit the child and the community. They can set up community mediation projects to help solve neighbors' differences.

The government could help citizens identify funding available for private groups to solve community problems.

¹ *Easing the Burden*, Surface Transportation Policy Project, 2001

¹ Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition

¹ Appendix 10: Regional Phone Survey

¹ Texas Transportation Institute Mobility Study, 2000

¹ Appendix 8: Regional Public Meetings

Appendices

1. Focus Groups
2. Strengths and Weaknesses
3. Regional Trends
4. Regional Workshop
5. Core Values and Principles
6. Prototypical Development Patterns
7. Modeling Methodology and Results
8. Regional Public Meetings
9. Strategic Plans and Benchmarks
10. Phone Survey
11. Community Choices

Appendix 1: Focus Groups

VISION 2030: SHAPING OUR REGION'S
FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING
EDGE RESEARCH

January 2003

RESEARCH GOALS

The goal of the focus group research was to listen to the region's resident's talk in their own words about transportation planning in the region, and the array of issues this topic encompasses. The focus group discussions explored the following areas:

- ✓ The public's perceptions of living, working and getting around the Baltimore Metropolitan region.
- ✓ How residents define the region geographically, and their perceptions of Baltimore City's role.
- ✓ Attitudes about transportation in the region. Specifically, how they move around -- drive versus public transportation -- and their experiences with each; the condition of regional transportation systems; how transportation affects their quality of life; reactions to various regional transportation statistics; and projections for the future.
- ✓ Opinions about growth and development in the region: trends and changes in recent years, attitudes about the region's economic prosperity on several different indicators, pros and cons of the growth, impact on quality of life, and projections for the future.
- ✓ Perceptions of the impact of transportation and development on the environment: top environmental concerns, and economic versus environmental tradeoff.
- ✓ Feelings on the social implications of transportation and development, and the impact of current trends on Baltimore City and the region's poor.
- ✓ Solutions for the future.
- ✓ Potential messengers for this effort.

The focus group findings will be used to help frame stakeholder interviews, as well as the telephone survey.

METHODOLOGY

Three focus groups were conducted for Vision 2030 in various parts of the Baltimore Metropolitan Region. One group of suburban residents from Baltimore, Howard and Anne Arundel Counties was conducted on July 11, 2001; one group of small town/rural residents from Carroll, Harford and Baltimore Counties on July 12; and one group of urban residents from Baltimore City and county neighborhoods inside the Beltway on July 13, 2001. Each group had 10 participants, for a total of 30 focus group participants. Respondents met the following criteria:

- ✓ Mix of gender
- ✓ Mix of years in the region
- ✓ Mix of ages
- ✓ Mix of education
- ✓ Household income to reflect range and average in that area
- ✓ Racial mix in urban and suburban groups; rural group all white
- ✓ In urban group, mix of transportation means (i.e. drive, public transportation, walk, etcetera)
- ✓ Those in the fields of marketing/market research, transportation, and local or state government were excluded from participating.

Because the number of participants in these groups is limited, the data presented in this report cannot be projected to any larger universe of individuals, and should be considered in a qualitative frame of reference.

EXECUTIVE SUMMARY

- Focus group participants had mixed sentiments about life in the Baltimore Metropolitan Region. They think it is a nice place to live, because of its diversity and close proximity to water, mountains, and major metropolitan areas. However, they are concerned about the amount of growth and development that has occurred in the counties in recent years, impacting everything from traffic, to open space, to loss of a way of life in the rural areas. City residents, conversely, are worried about urban decay. While the rest of the region grows and prospers, much of the city has been left behind.
- Everyone in the focus groups agrees that Baltimore City is the region's core: it is not only the center of culture and tourism, but whatever problems happen in the city eventually bleed into the surrounding counties. Thus, any effort to improve livability in the region must address the city first.
- These residents describe the region's transportation as "average" – not ideal, but better than other areas that they have lived in or visited. While traffic congestion has increased in recent years, it is still better than neighboring D.C. and Virginia, and certainly superior to that of other cities on the Eastern seaboard. Though most think the roads are well kept, there were some complaints about the outdated Baltimore Beltway. Suburban residents in the focus groups also believe that the counties are not well linked, and connectivity could be improved.
- Participants across groups concur that public transportation in the region is poor; and few actually take advantage of that which exists. However, most admit they would not use it, even if it were more accessible. They say that it would take an ideal system (incredibly convenient and safe), as well as a major marketing campaign, to change the current car-dependent culture. Even then, many in the rural group say it would still not be practical.
- Residents believe, in varying degrees, that transportation affects their quality of life. For some it just dictates schedule and affects their mood. For others, particularly some of the low-income urban participants, lack of mobility has meant lost job opportunities.
- In terms of growth and development, many say that some sections of the region are almost unrecognizable from just a few years ago. There has been exponential growth in the number of housing developments, malls and businesses that have sprung up in the suburban, and some of the rural, parts of the region. Many feel the growth is out of control, with no vision or planning associated with it. Rural respondents, in particular, worry that their way of life is at stake. In the suburbs, however, this growth has also meant great economic opportunity.

- As the counties have flourished, much of Baltimore City has deteriorated. There are pockets of prosperity around the Inner Harbor – Canton, Federal Hill, Fells Point, and the Digital Harbor. But in most sections of the city, crime and drugs are rampant, and houses are left vacant. The blue-collar base has eroded, and there are few opportunities for those who are not professionals to learn a living wage. The sense is that all of the good jobs have migrated to the counties.
- The focus groups suggest a disconnect on the environmental impact of transportation and development. Few participants volunteered environmental problems as a consequence of this growth. When probed, some mentioned the impact on air quality, water quality (particularly on the Chesapeake Bay and its crab population), and loss of open space. Few, however, mentioned “sprawl” or “smart growth” by name, which was surprising, given Maryland’s action on these issues.
- After some probing, participants understood the link between transportation/development and social equity, though there will probably need to be some public education on this to make the connection more apparent. Focus group respondents came to the conclusion that mobility allows for more economic opportunities. They bemoaned the fact that many city workers cannot get to the better jobs in the counties because of poor public transportation. They postulate that while county employers want these low-wage workers, they do not want them as their neighbors. And even if city workers moved out to the county, they would have a hard time getting to nearby jobs without public transportation. Participants describe the situation as a viscous cycle that keeps city residents in poverty.
- When asked to come up with ways to solve the region’s problems, participants in every group concur that any solution must first focus on revitalizing the urban core. Development, sprawl and traffic in the counties will continue to worsen unless more is done to improve the economic health of the city, attracting more of the region’s population and businesses. And participants believe that the city’s problems will eventually infect the entire region. Within this context, participants suggest first improving Baltimore’s schools, followed by curbing crime and drugs, and infilling dilapidated areas of vacant homes with refurbished, affordable neighborhoods. Finally, respondents say that the city workforce must be trained to fill jobs with living wages.
- Area residents also want development curtailed – not stopped, but slowed and hopefully, redirected at the city. They had some vague suggestions: from imposing impact fees on new construction, to renovating boarded-up businesses rather than building new ones in open spaces. Some participants also want to improve connectivity between the counties through better public transportation.
- Focus groups respondents believe that any “vision” for the future of the region must begin at the top, starting with the Governor and Executive Branch. This must then filter down to local leaders and planners. Participants were somewhat cynical about the notion of regional cooperation, which is why they believe the Governor must

unite the county executives, mayors and residents. They also feel a sense of shared responsibility in any effort to improve the region's livability. They believe that they, as citizens, must get involved.

- Several local celebrities and politicians were named as potential messengers on behalf of this effort. While no person emerged as the quintessential regional visionary, participants mentioned politicians from Mayor O'Malley to Kweisi Mfume to County Executive Ruppertsberger. They also thought a media personality or local businessperson could be a credible source. In particular, they thought a local developer with "vision", like a Jim Rouse, would be an inspiring spokesperson.

CONTEXT: LIFE IN THE BALTIMORE METROPOLITAN REGION

“America In Miniature”

Baltimore metropolitan residents believe that Maryland is “America in Miniature”, and it is one of the reasons they enjoy living in this area. When asked what they like about the region, many said its diversity and close proximity to the water, mountains, and several major metropolitan regions.

“I would say that I like how everything is close, that if I want to go to the city I can, it’s not a three-hour drive. I can go to the mountains, I can go to the beach and I don’t have to leave Maryland.” Rural resident

I like the fact that there’s a lot to do around here, pretty much you can do whatever you want. (suburban)

What I like about the city is its close proximity to everything, to DC, to the ocean, Philadelphia. It’s pretty centrally located to just about anything. Because Maryland is a small state you can get just about anywhere in a relatively short period of time. I’m somewhat of a history buff, and there’s a lot of history. (urban)

I hit 95 in Maryland and go “oh, thank God.” I’ve lived several different places all over the country and I really like it here. I think it’s real family-oriented, I think that’s real important. There’s a lot to do. The weather is sort of in the middle; you get a little taste of everything. (suburban)

I would say that I like how that everything is close, that if I want to go to the city I can, it’s not a three-hour drive. I can go to the mountains, I can go to the beach and I don’t have to leave Maryland. (rural)

It’s easy to commute into the city, or if you need to get to anyplace. It’s pretty convenient. (rural)

Concern About County Growth

At the same time, there is a lot of concern about growth in the counties. Suburban residents believe their area has grown a tremendous amount in just five years, to the point where it is almost unrecognizable. Many participants say it is much busier than it used to be, and people have a greater sense of urgency. At the same time, this growth has been a cause and effect of great economic prosperity, which they appreciate.

Rural residents are uneasy about these changes. Most of the participants in the focus group say they chose the outlying areas to escape the city and growing suburbs, and insulate themselves from urban/suburban problems. Explained one typical rural participant, “I was born and raised in Baltimore City. When I got married we lived in Baltimore County for about five years. Then I lived in Harford. I keep going further out. I like it where I am now. I like further out better. It’s more laid back style of living, not

quite as hectic.” Now the growth is creeping into their area and changing their way of life.

They realize, however, that as they move further out, they are producing an environment that they were trying to escape. Said one respondent, “It’s kind of like they’re creating what they’re moving from in a certain sense as the population grows and more people get access to the income that allow them to move out there. A lot of them don’t realize that’s what caused this urban belt.”

Urban Decay

While county residents worry about growth, city residents ponder decay. They are very concerned about the proliferation of crime and drugs, and its affect on urban neighborhoods. The majority

of participants in the urban focus group said they are scared to go out in their own neighborhood at night. While your block might be safe, two blocks down is a bastion of crime and drugs. Some of them are so scared and frustrated, that they are ready to give up and move out to the counties. These participants explained that Baltimore City used to be a place where you felt “comfortable,” but that sense of comfort is gone, and has been replaced by fear.

“At one time Baltimore was comfortable, now it's like - just like being behind the curtain, you have to be careful - everywhere you turn you don't know who's been watching you.” Urban resident

At one time Baltimore was comfortable, now it's like - just like being behind the curtain, you have to be careful - everywhere you turn you don't know who's been watching you. It's like when you go in a store you have to watch what you pull out; you can't pull out your money because you don't know who's lurking behind you or who is in there to check you out. It's getting really bad, it's not as comfortable as it used to be, you know? (urban)

When I first moved here I used to feel comfortable cruising around and looking at neighborhoods, and I rarely do that any longer, which makes me very sad because I think the various neighborhoods are really interesting. But they're becoming more and more inaccessible as the crime is spreading. (urban)

I don't let my daughter go out, I have a 6-year-old daughter and I don't let her go outside in the neighborhood by herself or play out in the back yard or the front yard, anything like that because you just can't trust (anyone). (urban)

I don't go out, it's too dangerous, and I've been stopped. I have fun at home now. (urban)

I'm not ready to move but I think we're in a bad situation here, I think we're going in the wrong direction. (urban)

Defining the Region

When asked to define the Baltimore Metropolitan Region, there were three slightly different definitions from the three different groups of residents. Suburban residents had the broadest view. Those who live in Anne Arundel County think of the region as extending between Baltimore and Washington, even stretching into Northern Virginia. Others said it is a triangle between Baltimore, Washington and Frederick. Rural/small town residents were a little confused by the question, but after some probing, guessed that it is Baltimore and the counties that touch it. Baltimore City residents had the narrowest definition, assuming it includes Baltimore City and those neighborhoods inside the Baltimore Beltway that touch the city. Described one urban participant, “I’d say Anne Arundel County and then your Baltimore County that’s immediately surrounding. You don’t tend to think of Harford as Baltimore. When you’re talking about the city and the core of the city, that gets way out in the country. You talk Reisterstown and all that, yes, that’s a Baltimore suburb but that’s not really Baltimore.”

As Goes Baltimore, So Goes The Region

Although definitions vary across groups, Baltimore is still seen as the region’s core by most (with the exception of a few participants from Anne Arundel County who feel closer ties with the District). There are several reasons why urban, suburban and rural residents across counties hold this belief:

“The City is the hub, it’s the center, it’s the core. People know Baltimore, that’s what they associate. They may know Howard County, they may know the little surrounding counties, but they all call it Baltimore. So whatever happens in Baltimore is associated with everything close to that.” Suburban resident

- Outsiders know Baltimore, and thus associate the outlying areas with the city.

It’s like the hub, it’s the center, it’s the core. People know Baltimore, that’s what they associate. They may know Howard County, they may know the little surrounding counties, but they all call it Baltimore. So whatever happens in Baltimore is associated with everything close to that. (suburban)

Baltimore is the center of this area, and that’s how we’re thought of. (rural)

- Baltimore is the center of tourism and culture for the region. In addition to tourists, many county residents still enjoy the city for ball games, the Aquarium, the Zoo, museums, Harbor Place, and the occasional night out for dinner.

It’s the cultural center, of this whole area. When you look for culture in this area you go to Baltimore. You go to the museums, you probably go to the shows, the ballgames. (suburban)

Big businesses that locate in the Baltimore area are drawn here by a big city. It offers museums and opera, symphony, baseball teams, football teams. Baltimore City is the core of what draws people to come here. (rural)

And I take my children to the zoo and other activities, the museums. So it has cultural things. (rural)

We go to Orioles games. We occasionally pop down to the harbor for like dinner and ice cream. Whenever anybody comes to visit us we always go to the Aquarium, we belong to the zoo. So it's probably the place we go as a family. (suburban)

- Many county residents are originally from Baltimore. They have escaped to the counties because they could afford to do so, but still feel ties to the city. But more importantly, the problems of the city eventually creep out to the counties. Thus, everyone in the region has an interest in the health of the city.

A lot of people from the city move out to the counties and even though they're in the county they still have a certain mentality. They still do the same things, have the same kind of traffic, and have the same kind of problems, they just bring it to a different neighborhood. (urban)

We certainly care what goes on in the city, although like what we were saying, I don't want to live there. But it's close enough to home that it is going to affect me whether or not I do want to visit. (rural)

We're on the outskirts but really that still affects us because somehow that crime still eventually filters into these other counties and everything. When you see it first hand you really know it's there. You can't get away from it just by hiding out in another county. (rural)

At the same time, most believe that Baltimore is no longer the economic core of the region. Most of the "good jobs" are now in the counties. In fact, only a couple of people in the focus groups actually worked in the city. Even in the urban group, less than half of participants worked in the city.

"We're on the outskirts of the city, but really that still affects us because somehow that crime still eventually filters into these other counties and everything. When you see it first hand you really know it's there. You can't get away from it just by hiding out in another county." Rural resident

In the end, regional residents have a dichotomous view of the city. On the one hand, everyone is worried about the proliferation of crime and drugs. On the other hand, there is some sense that Baltimore has improved in recent years. County residents, in particular, note that there has been revitalization in areas like Canton, Fells Point, around

Hopkins, and the Digital Harbor. They think that there are some professionals moving back into the city to live in these chic places. Urban residents, on the other hand, point out that these are only “pockets” of prosperity, and much of the city is being left behind.

TRANSPORTATION

Not Ideal, But Better Than Other Regions

"I don't think traffic is bad here because I travel to Virginia a lot and I tell you, it's like as soon as you cross the line it's like pure hell on the road." Suburban resident

These regional residents give their transportation system and infrastructure average marks. In a written exercise, ratings averaged a "C" – not

great, but better than other regions in the country. Participants explain that the area is more congested than it was in the past, especially as more jobs have moved out to the county. Hours of heavy traffic have expanded, so that rush hour lasts two or three hours on each end of the day, when it used to be more like one hour. "I think it's getting busier," said one suburban resident. "Over the years I saw the volume of traffic increase, the urgency of everyone to get to everyplace, and that's kind of concerning to me, that everybody is in a hurry all the time." "When I moved here 25 years ago there was no traffic at all and now - now the traffic is really bad," lamented another.

At the same time, they note that their problems are not as bad as many other areas they have lived in or traveled to. They compare their congestion and roads to those in the nearby Washington, DC region, Atlanta, New York and many parts of California, and feel that the Baltimore that region is relatively tame.

I don't think traffic is bad here because I travel to Virginia a lot and I tell you, it's like as soon as you cross the line it's like pure hell on the road. (suburban)

I was born and raised in Boston, Massachusetts and traveling up there is twice as bad as it is here. (suburban)

I've been in the military I've lived over in Europe for four years, I've lived in New York City, and I've lived in Detroit. I've seen different transportation systems and believe me, they are a lot worse in other places than they are here, so that's why I gave it a C. (urban)

My closest friend lives in Atlanta and if you want to see a horrendous beltway go around Atlanta, or go over to Washington and go around there. I think that the Baltimore beltway is as bad as some of the other big city beltways, but I've seen much, much worse. (rural)

They also think the roads are pretty well kept. Said one rural respondent, "I've been in several other big cities, and I think that in the Baltimore area the roads are far better maintained than the roads in the big cities. Except for certain areas in Baltimore City, they're clean, they're well maintained and I don't think there's a big problem."

There were, however, some complaints that the Baltimore Beltway is outdated, particularly around the Towson area. Participants believe that there was not a lot of foresight when the Beltway was expanded; there should have been more room to grow.

When they expanded the Beltway a lot of years ago, they went from the little two-lane Beltway to supposedly a four-lane. But you still have sections of the Beltway that's two lanes. They should have just gone four right off the bat and even planned to go six. (urban)

The beltway could use improvement, that's for sure. I don't know what they can do, it's so outdated. I guess they never thought that the area would build up like this so fast and to the outer skirts, you know, people coming in to work and the traffic, it's just horrible. The accidents and the people, it's the stretch of Towson, it's like they sightsee in Towson. (rural)

At the same time, several noted that even if the lanes were expanded, congestion would probably not improve, because more cars would funnel onto the Beltway. Several suggested expanding the Smart Tag program statewide, so traffic throughout the region would move more quickly.

Residents in the suburban group also complained that the area is not well linked. They say that while it is easy to get to Baltimore and DC, it is hard to get from

"The transit system is based on feeding to Baltimore. If you're in Howard County and want to go to Anne Arundel County, you have to come into Baltimore and then make the choices." Suburban resident

county to county. "There are no inter-county connectors and trying to get Route 100 through was like pulling teeth," said one suburban participant. Others said that while there is a lot of connectivity North and South, it's harder to move in other directions. "The transit system is based on feeding to Baltimore. If you're in Howard County and want to go to Anne Arundel County, you have to come into Baltimore and then make the choices," explained another. This connectivity is important to them because they are moving from county to county.

Urban and rural focus group participants did not share these views. "The highway structure is excellent," said one urbanite. "You have 83, 95, I mean there's so many different ways you can get around." "If you know the routes, I think it is (well-linked)," explained a rural participant. "We've got 97 going towards Pennsylvania or down towards Harford County. You've got 32; you've got 27, 26. Granted there are only sometimes two lanes, one going each way, but on the whole it is connected." The issue of connectivity should be further tested in the survey to obtain clarification.

Public Transportation Is Poor

Very few people in the groups actually use public transportation for work or for entertainment. Some who have easy access to a light rail station use it to get into Baltimore for entertainment. A couple of city residents have used the metro sporadically, and a few use the bus system, and one or two walk to work.

There are a couple of reasons for the lack of use. One, all agrees that the public transportation system in the city is inadequate. The subway goes nowhere. Many areas have been left out of the light rail system. It takes forever to get anywhere on a bus in the city, and most suburban and rural areas do not have adequate public transportation.

Doesn't seem to be a very extensive system, the light rail. (suburban)

The subway doesn't go anywhere, the distance it goes north/west or east/south is not actually going in places that you really need to get to. (urban)

There is no public transportation in Howard County that I know of. Just Columbia's bus system. (suburban)

Two, people are car-dependent. In the suburban and rural groups, the average household has three cars, with numbers ranging from two to five. Everyone drives to work and primarily uses cars to get to entertainment and shopping. In the urban groups, most people have cars. About half of the participants in the urban group work outside of the city, and thus, need a car to get to their job. Those with small children also said it is too difficult to use public transportation when transporting kids. Participants explained that cars afford them freedom, flexibility, accessibility and safety, and thus, are hard to live without.

"We rely on our cars totally." Suburban resident

We rely on our cars totally. (suburban)

Cars offer you more freedom. (suburban)

I think there are a lot of jobs today, just like many of us are talking about, where people have to go different places. You don't go the same place every day. I would guess at least half the jobs, maybe more, require that you be at different places. So you need a car to do that. (suburban)

Aside from just getting to work, if you want to go shopping there's nothing you can buy, in terms of necessities of life, downtown. You have to go to a mall or go out of town. There's no way of getting there except in a car. (urban)

I want to have my car. I want to be able to have that control. I want to be able to know that I've got a blanket in the back in case my daughter falls asleep or it's cold. I want to know that I can go home any time I feel like it. (rural)

It's hard to take a bus with a child. I have to carry my kid, my bags. I've even taken a stroller, the little fold-up ones. I'll probably never ride a bus with her. (suburban)

I think as you get older I think you feel the importance of safety and being able to have your car and not have to worry about crime and things like that. (urban)

I think as we get older I think we want convenience. It is convenient to have your car, and I'm the same way, if I want to leave, I want to leave. I don't want to have to worry about the next time the Metro is coming. (rural)

Respondents lament the poor regional public transportation system, saying that it is ridiculous that a major metropolitan area does not have better infrastructure. Some had lived in New York, Boston and Chicago, and explained that it was easy to get by without a car. They feel that public transportation would afford them more options for moving around.

You don't have a lot of options as far as alternatives on how to get to different places, depending on where you're going. The District, I like the way their Metro system is set up, you can get pretty much anywhere on that. I thought, at one point, that's what Baltimore was trying to do with their system but I don't see that happening right now. (suburban)

I also lived and worked in New York and you can hop on a train, subway, whatever, and get somewhere. You don't have to worry about driving. The thing I don't understand is why that does not exist here. The light rail goes here and here and then there's a subway, which I've never been on, I don't think anybody has been on it. (suburban)

I grew up around Boston where they have excellent public transportation; you don't even need to own a car. I just can't believe they don't have anything like this in a major city. (urban)

I lived in New York City for about five years and I used the subway all the time and I thought it was nice, very convenient to almost anything there. You didn't need a car. That was more convenient. (rural)

Few Would Use Public Transport

Though participants bemoan Baltimore's poor public transportation, when challenged and asked if they would use it if it were more accessible, most admitted they would not. Few could give up all of the benefits of a car, as outlined above. Said one rural man, "Gas would have to go to \$5

"Gas would have to go to \$5 a gallon before people would change their driving habits. I think it would take a tremendous leap in gas prices for people to change their driving habits." Rural resident

a gallon before people would change their driving habits. I think it would take a tremendous leap in gas prices for people to change their driving habits.”

Participants said it would take a lot to change their attitudes. A public transportation system would have to be extremely convenient, and run on time 24 hours a day, seven days a week. Safety was definitely a concern. In the non-urban groups, there was a stereotype that poor, urban people ride public transportation, and thus, there is fear of using it. They also worry that if these people have more access to the non-urban areas through public transportation, crime will spread more quickly.

I would think that the crime would just follow it right along because I've seen it happen. It's just too easy. They come from the city, and I'm not saying they're all coming from the city, but it's an easy access because the Metro is right by Owings Mills Mall. There's been a lot more crime at Owings Mills Mall especially during the daytime, I mean they don't care if it's broad daylight or at nighttime or whatever. There's a lot of crime there and it's just easy access to get out of there. There's no car to have to follow to get on the light rail or the Metro and get out and go back home and everything. (rural)

“Frankly, public transportation doesn't really affect my life a whole lot. It's not anywhere near where I live. It could be, but I don't want it to be. Would I use it? It would have to go where I'm always going and it would have to be super, super convenient and super, super cheap, and super, super clean and crime-free. It would have to be nearly idyllic.” Rural resident

A couple of respondents in the suburban group said that in addition to making it convenient, timely and safe, they would need to be convinced by a major marketing campaign expounding the

benefits of public transport. Those in the rural groups had little, to no, interest because they live so far out. Urban respondents were most interested in having more public transportation options, but most of them would still not give up their cars.

It would take a tremendous cultural shift and marketing campaign to get the minds of the people who have lived here all these years and relied on their cars to move to public transportation. It would take a lot of patience and a lot of marketing to get that to happen because that's not the way we think. (suburban)

I think it has to be really convenient because it's beautiful when you can drive up, get on the light rail or whatever system it is, go to your destination, shop, and not have to worry about the traffic. So if it was convenient and if it was marketed properly, if it was a no-brainer then I think people would love it, I really do. You don't want to have to drive all the time. (suburban)

I think it would have to be safe, flexible, and inter-connected so you could get here and get over here, be able to get two or three places. We all go several places in the day, we don't just go to one place. So I think those things would

have to be really important. You'd have to be convinced that was true. You're not going to be convinced until you do it. So part of the marketing is giving you the ability to do it. (suburban)

A lot of the people that work at the hospital in medical school happen to live near one of the five metro stops and it's great for them. A lot of my classmates don't have to have a second car. That would be great. But when we work on the wards, we have to be there at 4:00 in the morning. So public transportation would work only if it were 24/7. (urban)

Frankly it doesn't really affect my life a whole lot. It's not anywhere near where I live. It could be, but I don't want it to be. Would I use it? It would have to go where I'm always going and it would have to be super, super convenient and super, super cheap, and super, super clean and crime-free. It would have to be nearly idyllic. (rural)

Transportation Affects Quality of Life

Residents believe that transportation has a minor to significant impact on their quality of life. A couple participants in the suburban group said they picked the area in which they live based on access to jobs in both Baltimore and Washington. There were two or three people who live in Odenton because it is so convenient from a transportation perspective. Said one man, "My wife still hasn't found a job yet. Not knowing where she was going to work, Odenton just happens to be perfectly in between Baltimore, DC, and Annapolis. That's why we lived in Odenton." (suburban)

Others say that traffic determines their entire schedule – when they leave in the morning and when they come home at night. It also affects their disposition. Bad traffic equals bad mood. Finally, commuting is an energy drain and takes away from valuable personal and family time. However, average commute time of these respondents did not seem that bad.

My husband has to commute, so I complain every day about how it increased from 40 minutes to an hour and half. I mean it's true, it's been a real burden in our lives because it's made such a huge difference in the last five years about how long and complicated the commute has gotten. (suburban)

I think when I commuted a longer distance it impacted my life a lot because I had to leave early. But it took away from my family life and I would come home and not really feel like doing anything. I mean if you sit in traffic two hours it sort of just wipes your whole spirit away. It's kind of hard to get that back up again to go out and enjoy the weekend. (suburban)

I've even thought about getting a job in Baltimore so I wouldn't have to drive all the way back and forth because that's hectic, that's a pain getting home so late and leaving so early. When you live right here and you can just have a half-hour commute or something like that. (urban)

If I'm not okay with it, then it's going to set the tone for the rest of my day, like if you're stuck in traffic because of a bad accident that can make you very tense that you're late, that it gets out of your control. But if your transportation means is smooth and convenient and everything you expect then you're on time, it's fine. (rural)

For some in the urban group, transportation has had an even greater impact on their quality of life. Lack of mobility has meant lost opportunities. There were a couple of people from Baltimore who were forced to quit their jobs in the county or purchase a car they could not afford because they could not get to work on time using public transportation.

"I just resigned from a job in Harford County for lack of reliable transportation. I had to come back in town to fix my situation." Urban resident

I was getting to work late (taking the bus). My boss ain't going to have that all the time. He thought it was a redneck excuse I have. (I drive now.) I had to do something or I was going to lose my job, you know? (urban)

I just resigned from a job in Harford County for lack of reliable transportation. I had to come back in town to fix my situation. (urban)

I had an opportunity to work in DC, I turned it down. The gas was too expensive to drive back and forth every day. I would have to get up too early in the morning to drive, and I'm barely making that much money if I catch the MARC train or public transportation, and would it get me to work on time? Is it really worth it? No, I already have a job so I'll stay where I am. It wasn't worth the hassle. (urban)

DEVELOPMENT

Real Growth In The Counties

Focus group participants explain again and again that the area outside of Baltimore City has grown a tremendous amount in the last five years. Some say that it is unrecognizable from just a few years ago. They point to the exponential growth in suburban housing developments, stores and malls; the number of businesses that have grown or moved to suburban areas (Howard County, I100, BWI corridor); and the loss of farms and open space in rural areas.

I couldn't believe how much the area had grown, it's incredible. I didn't even recognize that one stretch between Laurel and Fort Mead. I couldn't even recognize it, where did all these stores come from? Who is going to all these stores? (suburban)

The population has really increased. When they put in 795 it's incredible how it brought people from the city and further counties out to that end, it's just incredible. Once they put 795 in, it just seems like it really flourished, that Baltimore county area. Even the people that lived in Baltimore County felt like they needed to get a little further and they go to Carroll County. Now Carroll County is starting to get really built up. There's a lot of new construction. (rural)

I remember when Owings Mills used to be nothing but green grass and now it's the mall, three or four hotels, all these new food restaurants in this one little area. They have really developed that area to the point it's kind of overcrowded. But I remember years ago none of that was there in Owings Mills. (suburban)

Many feel that the growth is out of control, with no vision or planning associated with it. One respondent said the mantra is, "If there's a

"If there's a vacant spot they'll build on top of it." Suburban resident

vacant spot they'll build on top of it." Participants explain that there is a formula for the development, "It's a group of town homes and definitely a supermarket like a Super Fresh. Then you build a Wal-Mart and you make everything close so you can go from the townhouse to Wal-Mart and the market, so you have to have all those things right there."

If you can afford the land, build on it. (suburban)

The problem is that they're taking up space just to take up space. It's just like houses. These builders, I mean up in Harford County, wherever there's a space there's a house. They've got to build these houses. (rural)

I moved to Harford County 25 years ago and McDonald's was the only place to eat in Bel Air and a little restaurant up there on Main Street. They had Harford Mall and there was two cow pastures across the street. Now it's just, I mean that's the big problem at Harford County, that's the big concern, over-development. It's moving from the city, then it moved to Baltimore County, and now it's moving to Carroll County. There are malls on every corner. You can't go two blocks without a restaurant or a bagel store. (rural)

You put over 100 houses in one little area right on 30. If you take three cars per household, that's another 300 cars on 30, commuting up and down 30. I don't know how they can do it. It's too quick, too fast, and too much too fast. Slow it down. I'm not saying stop it, just slow down a little bit. (rural)

Suburban Housing Development Is Attractive

Participants in the suburban group, however, believe that the new housing developments are generally attractive. Although there are more and more of them, these new developments are nicely kept and landscaped, and thus, do not degrade the beauty of the region.

I think it's pretty, I mean just around down in Piney Orchard, Seven Oaks, I think they're very pretty. I think it looks nice. I do miss the land, I miss the farms, but it looks really pretty. I think the roads are pretty wide, well built, lit, pretty nice. (suburban)

I think it's a sense of beautification, it's very inviting, it's a sense of community, and it's very attractive and it makes you feel good about the area. (suburban)

The landscaping, which is a must, I'm excited about that, and just development and just how it has changed that area and how it looks so inviting and interesting. (suburban)

Growth Means Prosperity

"The county is where the money is." Urban resident

Although these participants are concerned about growth, suburban residents like the economic opportunities it has afforded them.

Many businesses in the area have thrived, and new ones have moved in. This means more jobs for area residents. The growth has also made their lives more convenient in some ways. County residents no longer have to drive far to go shopping or eat out at a restaurant. This prosperity also makes some proud.

I think this growth has been really good for this region. I think people in this area should be proud of the fact that people want to live here and that you're expanding. I look at it as pride. A lot of cities are diminishing; Baltimore is growing and I think it's a good thing. (suburban)

It's doing really well, obviously, a lot of businesses are moving into the area. I guess I shouldn't say it's so much like the Baltimore County area but into Montgomery County and Howard County, that kind of area, there's a lot of business, a lot of growth. (suburban)

I would say it's good where I live. There were a lot of jobs created in the area. I had a job working in Westminster, which wasn't that far from where I lived, and there are a lot of job opportunities there. My husband works there. He used to work down in Bethesda. He used to commute. He had the opportunity to work in Westminster now. There's a lot of jobs in the area if you know where to look and how to find them, and there's a lot of good jobs, good high-paying jobs. (rural)

I think it's very competitive and I think a big piece of that is Baltimore/Washington International Airport. It's accessibility and the increased traffic in there has allowed it to be a very competitive region for businesses. I think that's good. (suburban)

The county is where the money is. (urban)

We just have a new Wal-Mart, and I think it's great not having to run over to Westminster, and plus there's a lot of people in my area where I live that it's great. They have new jobs, new opportunities, and people don't have to commute all the way down to Baltimore and have a job now. They can work right there. (rural)

In The Country, Losing A Way Of Life

In the rural areas, there is more concern about growth. Again, many of these people left Baltimore City or Baltimore County to escape the congestion. Now they are concerned that their quiet life is in jeopardy as more

"It's ironic. People have moved out of the metropolitan areas out in the country like Carroll County and Harford County to escape this, and what they've done is they've created the same thing." Urban resident

people move out to the outlying counties to leave the burgeoning suburbs behind. Farms are quickly disappearing and traffic is increasing. "It's ironic," said one urban participant, "People have moved out of the metropolitan areas out in the country like Carroll County and Harford County to escape this, and what they've done is they've created the same thing."

It's been too much. There was a farm across the road from me and on my way to where I work, I think there's only one farm left and it used to be all farmland. Now it's just houses. I look out my windows of my house and it's just like everything is closing in on me. Too much. (rural)

I think a lot of the residents don't want that kind of growth. I mean, I don't want another housing development in my area. Now, granted I live in an area that is largely rural and my neighbors are a cow farm, but I don't want him to sell that and put houses up. (rural)

Rural participants also explain that the pattern of growth is alarming. Once an area gets slightly built up, immediately a few chain stores go in. Soon competitors build a franchise nearby. They worry that there are still not enough rural residents to support two drugstores and two grocery stores. Again and again, they have seen these businesses fail and been boarded up. Eventually, however, a new competitor builds down the street. Participants want merchants to reuse unused space before building on another cornfield.

It seems like you build a Rite Aid. Well, then there's a Rite Aid and then right next door they've got to build a CVS. Now you know they both can't be kept in business for too long. One of them has got to go. I don't understand this. I know it's competition, but it's ridiculous. You can't tell me both of those stores can stay in business and do business. (rural)

They have supermarkets that are closed down that are sitting there for rent, for lease, whatever, yet they're building more. I can never understand that why they have these big buildings that they could renovate or reuse. Why do they have to build, buy up three or four cornfields and build something else when they have available space somewhere? (rural)

Many of these rural participants were not as enthusiastic about the job opportunities in their area as those in the suburban groups. Some say most of the new jobs are low-wage service jobs at drugstores and grocery stores. These are not living-wage jobs with which you can support a family.

For this area it seems like there's more service oriented positions and I don't feel like they're adequate, because you can have kids right in high school to be able to get those types of jobs because it seems like it moved from, like everybody is saying, industrial to more service oriented economy, especially in this area. These aren't the kind of jobs that are going be supporting families. (rural)

Lower-paying jobs. There are jobs, there's work, but the pay is not (great). (rural)

Lack Of Vision

"Too many people, not enough planning. Where are the kids going to go to school? Too many cars. Definitely no planning with the traffic signals and lights." Suburban resident

Although there are mixed emotions about growth and development, there is consensus that there has been no vision and planning associated with

this growth. Participants in each group said that it is clear local and state governments

and planners did not anticipate the type of growth that would occur in the outlying counties. This is evident from the congestion, the over-crowded schools, and the loss of open space. Most believe that government supports this growth, no matter what form it takes.

It's just been poorly planned. Too much growth too soon. Too many developments, too many shopping centers, just everything. Nothing five years ago and now everything, just like that. (rural)

Too many people, not enough planning, where are the kids going to go to school? Too many cars. I can't get out of my development in the morning to get on the road to go to work and it's like 15 to 20 minutes because there are so many people coming up and down. Definitely no planning with the traffic signals and lights. (suburban)

I agree that I don't think they planned real well for the schools, especially in Anne Arundel County, it's really overcrowded. When they built Seven Oaks, they were supposed to put a school in there and then they just axed it out of the budget. Now they just put it on for like seven years down the road. But there's a real need because you have kids going to school in trailers. So they basically built developments but they didn't build the schools and the other things to support all the people. (suburban)

They build these big communities. Our schools are overcrowded. I deal with that personally myself everyday. Our water where I live is sky-high and now they're going to solve that problem by taking one of our lakes and turning that into reservoir. What is up with that? It's just everything is so backwards and they don't want to cooperate with state regulations. (rural)

I don't think whoever was planning it really thought enough ahead to anticipate that more people would be driving, and that we would need more options and things like that. So I think they lose income, revenue, when that happens, when you don't have options. (suburban)

Our local government. We have these problems because they want to be able to build wherever they can and they don't want to set standards or regulations or support the sewer, the water, and the school systems for these changes. But yet they're willing to anybody has a dollar, sure got to build. (rural)

Growth is a big problem and the county government won't do anything about it. It's almost embarrassing to the average resident that you talk to Carroll County people who have lived there all their lives, you talk to people who have moved out within the past 15 years, and everybody says the same thing, "we moved here, we're here because we like it the way it is," but yet the county government doesn't do anything to support the people as far as regulations. There are not regulations. They don't care, that you can build anything anywhere. (rural)

Some Revitalization, But Much Of The City Has Been Left Behind

While the counties have experienced an influx of residents and, in some areas, jobs, for the most part, much of the city has been left behind. There has been some revitalization and prosperity in certain areas in recent years, which make some believe that Baltimore is doing well.

"People are going into Fells Point, Canton, and this whole Digital Harbor. That whole area is going to be built up. It's just a place that people are gravitating to, especially people from DC because they know it's cheaper to live, and they can be on the water. So I think a lot of people are coming to Baltimore." Suburban resident

I think Baltimore is starting to come alive, and they're doing so much downtown. I work downtown at BG&E and all the plans they have - it's to the point that BG&E can rebuild a mega-complex right down on Pratt Street because they got in early knowing that the Cordish Brothers were going to build the Power Plant and all those other things. So that's going to be a major player for conventions and conferences. (suburban)

People are going into Fells Point, Canton, and this whole Digital Harbor. That whole area is going to be built up and they built new high-rises right in Harbor View. It's just a place that people are gravitating to, especially people from DC because they know it's cheaper to live, and they can be on the water. So I think a lot of people are coming to Baltimore. (suburban)

Baltimore City I think has seen a slight increase in people in areas like the Fells Point/Canton and Federal Hill. A lot of people who were moving out are now moving back in because I guess the beltway, the traffic, you know, if you live in Bel Air and work in Baltimore City it's probably a horrendous drive everyday. (rural)

Ten to 15 years ago, people were moving out. Then as the computer world starting getting more intense, people found their careers and it's as if it's sort of reinventing itself in those areas of Canton and Fells Point. Certain areas are coming back to life again. (rural)

Urban participants lament, however, that most of the city has been left out. There was some resentment in the group on the level of attention to the Harbor, when so much of Baltimore is in disrepair.

I think it's all the city officials really care about, is the Harbor Place. (urban)

All the money goes to the harbor. (urban)

The only thing I see developing is the Inner Harbor. (urban)

"The major areas are declining. You've got those little pockets of affluence, and then you've got the diseased rest. I mean if you go up Calvert Street it breaks my heart. Ten years ago there were nice houses, now they're all boarded up, they're falling apart, and it's creeping over to St. Paul Street. Those are major thoroughfares, it looks terrible." Urban resident

While the Harbor thrives, so many homes in Baltimore are vacant. City residents described the boarded up homes: from the major thoroughfares, like Calvert and St. Paul Streets, to those in Section 8 housing developments that become havens for rats and junkies.

But the major areas are declining. I mean you've got those little pockets of affluence and then you've got the diseased rest. I mean if you go up Calvert Street it breaks my heart. Ten years ago there were nice houses, now they're all boarded up, they're falling apart, and it's creeping over to St. Paul Street. Those are major thoroughfares, it looks terrible. (urban)

You have influx into certain areas of the city like the Federal Hill and the Canton areas, but then you have the other areas with a mass of empty houses. (urban)

The vacant houses, they have a lot of rats. I live right next door to a vacant house that burnt down. Instead of the owner taking it and doing something with it, he's just letting it sit there. All it does is keep those rats in there. (urban)

Some also say that housing prices and taxes have increased, while services have decreased. In addition, there is no decent shopping for essentials within the city limits, bemoan participants. At some point, it will no longer be worth it to live in the city.

The city is trying to move you out now because of what they're doing with the tax structure. It's getting so now I'm going to be ready to sell my house and move. It's gone up five times in value in the last five years. It's to the point where my husband and I are seriously saying, do we take the house now when we can get top dollar for it and sell it and move out to the county? I can buy a house totally paid for, for what I'm going to make off of the house here. It's almost not worth staying because of that. (urban)

Exactly. The services are being cut and it just doesn't make any sense. People are losing their jobs in the process. (urban)

You ain't making no money. You make money in the city and you're living in the city, you got to pay all this high rent. You have to live in the street or in the county, you know what I mean? (urban)

There's not anywhere, not even just downtown in the city, no mall or shopping center or Wal-Mart. (urban)

But you also don't want to pay for parking if you got to just run in. Just a regular Wal-Mart or something like that (would be nice). (urban)

Finally, almost all of the job opportunities are in the county. The blue-collar jobs in the city are gone. There are some white-collar jobs – in law and finance, as well as some of the new technology companies –

but most of the big corporations are in the counties. Most of the jobs in the city are minimum wage, which is not a living wage.

"I'm probably sticking my neck out when I say this but on the average of 1 to 100, I guess about 60% of the people in Baltimore city don't make over \$10 an hour." Urban resident

Other than financial and construction, there's just mostly service jobs in the city. (urban)

I think there's some white-collar down there if you look at the brokerage firms. (urban)

I'm probably sticking my neck out when I say this but on the average of 1 to 100, I guess about 60% of the people in Baltimore city don't make over \$10 an hour. (urban)

City Residents Are Frustrated

The sentiment in the urban focus group was one of frustration. There were several people in the group who said they were active in their community, but to no avail. Many are ready to give up.

It's very discouraging. I used to be the president of my neighborhood association for like two years in a row, and it's like no matter what you try to get done, there's so much bureaucracy in the way, there's very little you can do unless you go and throw gorilla raids on places. You just do it without any authority or whatever, and that's not always the safest way to go. (urban)

I live on the east side and they've got drugs and people don't come together when you try to do something, they don't want to try to help you. We were trying to get a house off our block for like two years and the stuff you had to go through, you can't even get it off. It's real frustrating because people come to meetings and they stopped because nothing happened in a year. They feel like it's a losing battle. I go to meetings; I'm tired of talking at meetings and nothing ever happens. (urban)

"Howard County belongs to Howard County but Baltimore belongs to everybody." Urban resident

These city residents did not believe that others in the region understand or care about their plight. Their sense is that county residents use the city for entertainment and jobs, and then leave

it behind at the end of the day. The other focus groups suggest this is not the case, which might be something to promote as the Vision 2030 effort moves forward. This might give some city residents a sense of hope.

I don't think they care at all about Baltimore city, and I think they're making a big mistake. (urban)

They come to Baltimore city, work at their jobs. Take their money back and spend it in the county. (urban)

They look at the people in the city like they ain't no good, they're stupid. (urban)

Howard County belongs to Howard County but Baltimore belongs to everybody. (urban)

ENVIRONMENTAL IMPACT

There Is A Disconnect

Few in the focus groups volunteered the impact that traffic congestion and development have on the environment. Instead, when asked how these factors affect their quality of life, most bring up the economic impacts, or the changes to their way of life in terms of schedule, convenience, and etcetera. This suggests a disconnect on environmental issues. However, this topic should be further explored in the telephone survey.

Some Concern About Air Quality

When probed, respondents mention their concern about the impact on air quality, giving as examples the increased number of “Code Red” days and the rise in cancer rates.

“We have the highest cancer rate in the country. How can it not be related to the environment? What else could it be?” Suburban resident

I think it's had a negative impact both from the air quality and the water quality. (suburban)

I think we're (Anne Arundel County) like the fourth worst air quality in the country. (suburban)

They have a lot of really high ozone levels now. You never used to hear about ozone days where you heard don't go out if you don't have to, or don't run your lawnmower, don't drive when it gets too hot. Now we hear it all the time. (suburban)

We have the highest cancer rate in the country. How can it not be (related to the environment)? What else could it be? (suburban)

If you look at the generations of families that were growing up, everybody was passing away from some form of cancer or something. (urban)

I just read an article in the paper about six months ago where the cancer rate in the Baltimore area is like one of the highest in the country. Obviously (it's caused by) something you take internally, whether it's the air you breathe, the food you eat, the preservatives that are in the food. (rural)

The Bay

They also worry about the region's water quality, particularly the impact of development and transportation on the Chesapeake Bay and its crab population. Participants lamented the fact that crabs were now imported from Louisiana, and going for over \$100/bushel. They also brought up the recent pfisteria outbreak. At the same time, there have been

well-promoted efforts around successes with Chesapeake Bay cleanup. Thus, some believe the quality of the water is improving.

What about the Chesapeake Bay? The fish were dying last year. (urban)

The mascot for Baltimore is a crab, you can't eat a crab from Baltimore. All of our crabs come from Louisiana. It's gross water. If you ever look in there, it's nasty. (suburban)

I want to make sure we have crabs. I mean, considering the Chesapeake Bay ... the entire Bay, to make sure that that's preserved. (rural)

I think the water is cleaner now than it was in the '70s but it's not great. (suburban)

The Chesapeake Bay, I think just having to have the Chesapeake Bay study and investigation and working on trying to clean it up was not something that happened 25 years go. (suburban)

Loss Of Open Space And Habitat

"Howard County was traditionally known as a place that had a lot of open space, beautiful parks. Because they're building a lot of homes in Columbia, town homes, you're getting less space. It's really not a lot of open land like there used to be, and that's becoming a problem." Suburban resident

Very few mention "sprawl" or "smart growth" by name, which is surprising given Governor Glendening's work on these issues. Instead, several people talk about loss of open spaces and habitat, connecting it to the increased development.

A couple of people also point out that some areas in the region (particularly in Howard County), have been historically excellent at setting aside open space for recreation, though these efforts have dwindled somewhat given the growth.

It impacts the environment - because of urban sprawl we're losing all these open land spaces. (urban)

I think unless something is done to curtail the development, at the rate it's been going for the last 10 to 15 years, Harford County, Howard County, and Carroll County being excellent examples of that, we're losing all the farmlands and the woodlands. (urban)

I've lived here a long time, I really like the open space. I think Howard County does a particularly good job of trying to maintain that. But in recent years I've seen a real difference with a lot of crowding and a lot of changes to zoning. Just a lot of apartments and condominiums that have really encroached on both the roads and open space. (suburban)

Howard County was traditionally known as a place that had a lot of open space, beautiful parks, just wonderful activities and things that you could do. Just recently there was an article in the paper about there's really no place for the kids to ride the bikes. Because they're building a lot of homes in Columbia, town homes and things like that, so you're getting less space. It's really not a lot of open land like there used to be, and that's becoming a problem. (suburban)

The other thing nobody mentioned is the loss of habitat for all the animals around here, like the deer and everything else. It forces the deer to go to other parts that they shouldn't go because of the threat of people. (suburban)

SOCIAL IMPLICATIONS

Mobility Allows For Opportunity

At first, it was hard to get focus group participants to make a connection between transportation/development and social equity, but after some thought, most understood and could articulate the social implications. However, the groups suggest that there will probably need to be some education on this issue, using examples and statistics.

Regional residents understand that mobility allow for more economic opportunity. If you cannot get to the good jobs, your opportunities are limited. Most think this mostly impacts the poor in the city, and that impact is a double-edged sword.

"The jobs are all out in the counties. But city residents can't get the transportation or they don't have the opportunity to get their kids to childcare and get to their job, which they have to be there at 7:00 which means they have to get up at 4:00, get the kids on the bus. It's just difficult; they cannot do it. It's just not working." Suburban resident

Low-income city people cannot get out to the good jobs in the county, because there is limited public transportation. For some, this problem is exacerbated by the need for child-care. City workers cannot get to and from jobs outside of the city, and pick up their kids from child-care, in a timely fashion. And even if they were to move out to the county and closer to the jobs, they still would have a hard time getting to work because few county jobs are metro/bus/light rail accessible.

Historically, lower income families live and work where they can. The more affluent people live where they want to and work where they need to. Everybody else can choose where they live, pretty much, because they have money. (suburban)

If you live in the city and you don't have a car, it's very difficult to get to the surrounding areas where there are jobs. But the jobs are there. (suburban)

I think they're left behind, I mean they're kind of stuck because they can only go as far as public transportation is going to take them, which isn't going to be anywhere where any of us live, because it doesn't go out that far. (rural)

The jobs are all out in the counties. But they can't get the transportation or they don't have the opportunity to get childcare, to get their kids to childcare and get to their job, which they have to be there at 7:00 which means they have to get up at 4:00, get the kids on the bus. It's just difficult; they cannot do it. It's just not working. (suburban)

The way the architecture is in the suburbs doesn't really lend itself to public transportation, because the lots are so big and parking lots are so spread out. I

can't even imagine ... you drive through Columbia and there's a ton of office buildings. But if you actually get close to them you see that they're all really far away from each other. (urban)

There are some very inexpensive apartment complexes in the counties all over the state and I've often wondered, because of school system situations, why more people don't take advantage of that, because the schools would be so much better in Howard County and Anne Arundel County. But I think it's a transportation issue again, because you get to the apartment, and then what? Unless you can walk to a job you're out of luck if you can't afford a car. So I think that does have an impact on the social situation. (suburban)

"Most county employers will get you there to get you the job and hopefully you will do okay, but they don't want you to live in that area. And to be quite frank, most people who could get the job out there don't want to live out there. They want to be in Baltimore where the people are that they know." Suburban resident

Others explained the Catch 22 that exists. County employers want low-wage workers from the city, but they do not want those people to be their neighbors. Thus, subsidizing low-income people to live in these

suburban neighborhoods will be tough, because the residents do not want them there. Conversely, many city residents do not want to leave their homes in the city, and cannot get to and from their county jobs easily. It is a viscous cycle.

Then being very blunt, most employers will get you there to get you the job and hopefully you will do okay, but they don't technically want you to live in that area. It would be easy to live there and work there, and to be quite frank, most people who could get the job out there don't want to live out there. They want to be in Baltimore where the people are that they know. So it's not a win-win situation for the employers. And this whole transportation issue is not working because they're not trying real hard to make it work, because the people that they're trying to do it for aren't really receptive. (suburban)

If the government would subsidize the people, the neighborhood would not have it. If you live in that neighborhood you're going to feel I don't want people to be in this neighborhood if they can't afford to be here. Don't let them get a subsidy to be here when I'm paying full price, and that's just the way it is. So it's just not going to work. (suburban)

Baltimore Means Poverty

Non-urban residents hold the stereotype that most Baltimore inhabitants are living in poverty. Poverty breeds crime and drugs. Suburban and rural residents are increasingly more scared to come into the city for jobs and entertainment. Even city residents are afraid to walk the streets after dark. In addition, the city schools are in disrepair.

Without a decent education, city kids will never have opportunities, and the city will continue to decline.

In the city you have a different type of family unit. You have grandparents who are raising children from their children, because the children are either dead or they're drug addicts or they're not in the house. So you're talking about a different caliber of people. I don't think you can ride any rural area where there are poor people and then go look in Baltimore City and say it's the same thing. (rural)

I think the poor in Baltimore City are different than the poor in any surrounding county. I just think their condition is deteriorating, I mean the homelessness, the drugs, the crime. I think a lot of them would like desperately to get out of that situation and for whatever reason can't. (rural)

The infrastructure of the city is just falling apart and the drugs are getting worse and there's very little reason to come into the city. (urban)

It's the crime and the drugs. Those two main things right there are pulling it down. That's what's really doing it, you know. Because about maybe 10 or 20 years ago it wasn't like this. (urban)

This image exacerbates the region's problems. While everyone agrees that Baltimore is the region's hub and must thrive in order for the region to prosper, few want to take the first step. The statistics that were given to people in the focus groups just confirm their sense that Baltimore is dying.

More About Class Than Race

Obviously, stereotypes abound. However, when asked outright about racial issues, suburban and urban residents say there is more

"It's about what your pocketbook can buy you." Suburban resident

of a class barrier than a racial barrier in the region. Suburban residents feel that the suburbs are pretty well integrated, more so than other parts of the country. "It's about what your pocketbook can buy you," said one black suburban resident. The urban respondents agreed. The urban have-nots, whether white or black, have more in common with each other than they do with the haves in their racial group. In fact, many say it is a "city county thing" more than a "racial thing". It must be noted, however, that it is very hard to get people to honestly discuss race in a group, particularly in a mixed racial group.

If you have a high-powered job, Black or White, Asian, Caucasian, whatever, you can live wherever you want. So your pocketbook determines where you're going to live, and your mindset is basically the same because you're working hard and you're making that six-figure income and you know what to expect in that community. (suburban)

You see a definite cross-culture in the suburbs now that I don't think a lot of cities have. In a lot of cities, Boston, for instance, you can say, "This is a Black neighborhood, and this is a White neighborhood." You can't say that here anymore, I don't think. (suburban)

The development has led to more jobs, which has led to a better life, which has led to spreading out among all cultures, I think. (suburban)

It's not a Black and White thing, it's a county versus city thing. It's a known fact that the county education is a lot better. (urban)

There's plenty of people of all races that live in the county that don't want to come and associate with their own race in the city. (urban)

It needs to stop, the Black and White issue. We all are here trying to survive and we all want better things. I get so tired of hearing about a Black and White issue all the time. It's not really about that. We all want to live in a nice area where you can come out and sit on your porch or your steps and be safe. It's got to stop. (urban)

SOLUTIONS

The City Must Prosper

"I think that if you make major improvements within the city, that that would have a ripple effect in terms of transportation and the economy." Rural residents

Participants in every group believe that any solution to solve the region's transportation and development problems must first focus on revitalizing the urban core. Development,

sprawl and traffic will continue to get worse in the surrounding counties unless more is done to improve the economic health of the city, enticing more businesses and regional residents to locate there. In addition, the problems of the city will eventually spread to the outlying areas, pushing people further up and out. The region's reputation, at many levels, depends on that of the city.

I think that if you make major improvements within the city, that that would have a ripple effect in terms of transportation and the economy. (rural)

I think it would help congestion because you'd get people living in the city, taking public transportation in the city, to work in the city. (suburban)

The city has to do things to attract the people back. (suburban)

The better off Baltimore City is, the better off the surrounding areas would be to. The crime filters out, the drugs, I mean there are drugs in Harford County; there are drugs in Carroll County. (rural)

(Let's fix Baltimore), instead of making Bel Air and Westminster mini cities because Baltimore City is crippled and it's not performing the function that it would naturally perform. (rural)

At the same time, no one wants to keep pouring money into the city to no avail. Participants brought up the lottery money that they think went to build stadiums, instead of improve education. They also mentioned that they have seen little results in the empowerment zone.

I don't think anybody would mind putting more money into the city if we saw results, and it seems like we put a lot of money in, money after money after money and there's no noticeable results. I'd gladly put money into the city if the education for those kids got better and the crime rate went down. (rural)

I see a lot of money being spent but I don't see a whole lot of things being accomplished, it's tough. (urban)

When you have a lottery that tended to help things like education and so forth, and it gets turned around into being something like let's build another stadium and then another one. (rural)

Maybe we can repeal the lottery thing. Initially the money was supposed to go towards education and some other things, and I'm not sure where it's going right now. But I know in other states where they actually put the money towards education and transportation or whatever. (suburban)

I think the empowerment project has not been as big a success as it should be, given the money that's available to make it better. (suburban)

You talk about economic development and one thing that I have a question mark about is we were earmarked for like \$100 million for this so-called empowerment zones, it was for economic development. The only things I've really see happening is some stuff over on the East Side around Johns Hopkins with the empowerment zoning. I'm curious because is the money like getting eaten up with administrators' salaries or something? Nobody is seeing the positive side of it in their neighborhoods. (urban)

Focus groups participants have a host of suggestions for improving the city, and thus, the region:

I think that if you make major improvements within the city, that that would have a ripple effect in terms of transportation and the economy. (rural)

Improve The Schools:

Education is a key part of the solution for a couple of reasons. One, people will not move back to the city if they do not think the schools are adequate. It is one of the reasons many left in the first place. Two, Baltimore youth will not have opportunities unless they are well educated and trained. The cycle of drug addiction and crime will continue, unless they know a better way. Participants bring up a few specific suggestions on how to improve the schools: increase teachers' salaries, make teachers certification mandatory, decrease classroom size, and make schools safer so kids can learn.

*"I have coworkers who talk about how they would live in Baltimore if the schools were better. These are very intelligent people who want the best for their kids."
Suburban resident*

I think if you're going to make the city a more livable place and to encourage people with other levels of income to come and stay there, you've got to improve the schools. (suburban)

I have coworkers who talk about how they would live in Baltimore if the schools were better. These are very intelligent people who want the best for their kids. (suburban)

Empower the teachers. Get them certified. Give them more money. (urban)

If you want to send your kids to two schools away because you think it's a better education you should have that right, instead of the closest school. (urban)

They need to make some major changes to their school system as well. There are kids down there, they can't learn. They had no recess at all because you weren't allowed out of the playground because there had been a shooting two years ago or something at recess time between rival gangs. So how can kids learn in that environment, much less the fact that they're hiring people that aren't even certified to teach? (rural)

Infill and Clean Up: Focus group participants believe that there is a lot of unused, vacant space in Baltimore City, which could be developed and

beautified. They want to tear down all of the vacant houses and rebuild. Respondents want to then create affordable, safe neighborhoods that are pleasant to live in. They warn, however, that neighborhoods must have good schools and be drug free before people will live in them. This should be part of an overall effort to clean up the city physically, and should extend to vacant warehouses and businesses. Some say, give the land away to developers if you have to in order to encourage redevelopment.

"Last I heard a couple of years ago there were there's 9,000 vacant houses. To me it's a slam-dunk, tear them down and build something new. " Urban resident

There are a lot of boarded-up houses in the city that could be renovated to really livable, very attractive communities. (suburban)

The last thing I heard a couple of years ago were there's 9,000 vacant houses. To me it's a slam-dunk, tear them down and build something new. (urban)

These vacant houses are just a waste of property. I think if you put the money in to fix it up, like if they say, if they build it they will come. I think more people will come to an attractive place. (suburban)

Make the housing affordable. (urban)

Maybe they should use some of the empty buildings in the Baltimore area, and if they cleaned up Baltimore, then businesses would want to stay in Baltimore. (rural)

Make use of the existing empty warehouses and buildings. Make things safer so that people are going to feel more safe working in Baltimore, keep more businesses in Baltimore, maybe in some way that would make more of an incentive for people to want to stay living closer to Baltimore. (rural)

Just give the land away to the developer. It's not doing any good sitting there by itself anyway. (urban)

They have to be drawn in by a decent education system, lack of crime. (urban)

They need to clean up the trash, a citywide sweep. They first need to educate people to clean up after themselves because people are slob. They need to clean up on a regular basis the way they used to when I first moved in here. (urban)

***Create Living Wage Jobs And
Provide Job Training:***

Participants say that people might be more enticed to stay in the city if there are decent job opportunities. So much of the blue collar, industrial base has eroded. Baltimore needs more blue-collar jobs, or those workers need to be retrained for the jobs that are available in the city. So if there are high tech jobs in the city, train a high tech job force. If city residents have access to decent jobs that pay a living wage, the crime and drug problem will improve.

"How about a living wage? That's one of the reasons why we have so much drug activity coming from young people, because you can't tell them that they have to go to school and go work at McDonalds for \$5 an hour and they can't buy their tennis shoes. When they can stand on the corner and make what some of us make in a month, they'll make in a week." Urban resident

More blue-collar level jobs in the city. We lost all the factories, we lost the Domino Sugar plant, and we lost Bethlehem Steel. We lost a lot of the business that blue-collar people were making good money living in the city and they were managing. (suburban)

Maybe bring more jobs into the city, some of the factories and some of the businesses. But most of the businesses are high tech, so workers are not really trained for some of those jobs. (suburban)

Like putting some of that money to train individuals, to train them for new jobs or train them to be able to be a more productive citizen. So maybe some of that money could be used as an incentive to try to push education and training, because that is the key. (suburban)

Tell them they'll put some money into educating the people in that particular area in ways that the company can use those types of people. Teach them how to do the kind of work this company that's planning on moving, needs. (rural)

Raise the minimum wage, really raise it. (urban)

How about a living wage? That's one of the reasons why we have so much drug activity coming from young people, because you can't tell them that they have to go to school and go work at McDonalds for \$5 an hour and they can't buy their tennis shoes. When they can stand on the corner and make what some of us make in a month, they'll make in a week. (urban)

Revenue Sharing: There were brief discussions in a couple of the groups on revenue sharing. The focus groups suggest that everyone wants Baltimore to improve. But just how far will they go? Many of these people only occasionally go to the city to go see an Orioles game; but at same time, they are very concerned about how the city's reputation and its problems will impact them. Said one county resident, "People in the outlying areas come and use the city infrastructure, mess up the roads, use the services, and go back to the county and don't leave a dime in the city unless they're eating lunch. So I think county people, including myself, should be taxed to come into the city." Replied another, "But you can't automatically tax people just because one area is hurting." This concept that should be further fleshed out and tested in the survey.

Control Development

Residents in the growth areas believe that development needs to be curbed – not stopped, but slowed and hopefully redirected to the city. There were a few vague ideas on how to do this: imposing impact fees on new construction, infill (refurbishing deserted businesses rather than building new ones in open spaces), and discouraging growth in the counties by encouraging growth in the city.

Less development, like maybe for a while, before every piece of grass and open space is gone, just take a step back for a few years and see where you are. We're building so many business complexes, strip malls, housing developments. I'm not sure how people are going to support all these things. You might want to just wait awhile and just see what works and what's not working before you just keep on expanding. (suburban)

You've got to have some kind of impact fees on any kind of construction. Make it more expensive for builders to be able to buy land. (rural)

If you talk about space, that sort of pressure might actually force people to be more creative and invest more resources in the city. (urban)

If you use this existing land, knock the building down, we'll give you some kind of break on it. We've had buildings in the Carroll County area that are sitting empty for like over five, 10 years. I don't think there's a reason why they can't use the existing property, unless somebody is just too money hungry and they want more money for it than what they're asking. (rural)

Improve Connectivity

Some participants suggested improving the region's public transportation system so that the counties are better connected

"They need a great transportation system that goes in all directions, not just north and south." Urban resident

(suburban participants were particularly interested), as well as Baltimore and Washington, DC. However, it is not clear from the focus groups how much impact this

will actually have on areas residents, as most said they would not use public transportation unless it was idyllic.

I would say that Baltimore should develop a subway system like DC and have it connect, the spokes on the wheel connect at some point. (suburban)

Identify the key areas that people need to get to, say Towson, Gainesville, Annapolis, Owings Mills already has a place. But identify the areas that people go to, connect them. If it's a subway that's hard, but aboveground transportation system (would work). (suburban)

Convenient and connected. You want people from DC to come to Baltimore and spend some money. They were talking about doing a rail system from Baltimore to DC where you can get back and forth in ten or 15 minutes. If they pick up on that system that they had talked about some time ago and expand on that and develop that and maybe bring it into more counties in Baltimore. Come from DC through Baltimore and then out to the counties, and kind of go back and forth from area to area. (suburban)

And also connect with the DC subway system, which they could do. (suburban)

You have your major business center in Baltimore, your major political center in Annapolis, they should be connected as well, I would think. (suburban)

They need a great transportation system that goes in all directions, not just north and south. (urban)

The light rail is a wonderful system, so extend it further and have the different drop-off points where you can park the cars. You don't necessarily want to put it in communities because people don't like to have a light rail in their community where people can get on the light rail without a car and then just canvas the area. You want to have light rail stops that maybe you have parking lots just like in Odenton. Make it convenient for them but don't make it accessible to other people who necessarily don't have good intentions. (suburban)

DELIVERING THE MESSAGE

Direction Must Come From The Top

Focus group participants feel that creating a “vision” and “plan” for the future of the region must begin at the top. “It starts with the governor,” said one urbanite. “From there it drifts down to the top authorities of the regions that you're talking about, the county executives and the mayors or whatever.” There was not, however, a lot of trust in Glendening among these respondents. While they believe he and the state’s executive branch must set the tone, he is not a particularly compelling leader to deliver the message.

No Real Regional Cooperation

Beyond that, participants believe that such an effort must trickle down to the various city and county politicians and planners. There is not, however, a lot of optimism about regional cooperation. Most believe that these politicians just care about their own area.

“Nobody wants to give up the money from Howard County or Anne Arundel County to Baltimore City. You've really got to have some strong state leadership to bridge that and convince people that it's better for everybody if that happens. Right now that's a very difficult argument to make.”
Suburban resident

That is why strong state leadership is so important – so that city/county leaders understand the benefits of operating as a region. At the same time, participants admit that each locale has its own problems.

I don't feel there's a sense of cooperation between the counties when it comes to any of these things. I think Carroll County is worried about Carroll County. They don't worry about Cecil County or Montgomery County. Harford County is worried about the road system in Harford County. Each county is their own separate entity. They all have their own County Executive, they all have their Board of Educations. Every county is its own little state or city. (rural)

Nobody wants to give up the money from Howard County or Anne Arundel County to Baltimore City. When you were talking about each of the governments is responsible, that's right, they are. So they are not going to give any money over to another part of the government. You've really got to have some strong state leadership to bridge that and convince people that it's better for everybody if that happens. Right now that's a very difficult argument to make. Why should I give my Howard County taxes to Baltimore City? It's a hard argument to make. (suburban)

When the governor steps in and says okay, we're going to help Baltimore then you've got all of Western Maryland saying well, what about us? We live in such

poverty, we can't even get electricity in some areas and we can't exist because of the snow. The Governor has a balancing thing there that is hard to do. So much population is here, but when he starts to try to help this area he gets a big fight from the rest of the state saying what about us? And in all fairness, they've got some problems out there. (urban)

In addition, some say this is not the most politically expedient cause to champion. While everyone cares about the quality of life in the region, there are more pressing problems like the economy, crime and education. Though each of these is linked to transportation planning, transportation planning in its own right is not as important a concern.

When it comes to politicians they don't run on beautifying Baltimore or making Baltimore more livable; they run on crime, they run on education, they run on the touchstones that people really want to know about - the economy. They don't run on transportation. Nobody would be elected running on the transportation platform and the making Baltimore more beautiful platform. I think everybody is concerned. There's not a person who lives in any community who doesn't want their community to be nice looking. But I think it's just not as high a priority as crime or education. (suburban)

We Are All Responsible

Participants believe that this effort begins with politicians, but they have a sense of

*"We really need to come together as a whole, bring the issues to the table, raise hell about them, and then fight."
Urban resident*

shared responsibility. In the suburban and urban groups particularly, participants said there must be grassroots involvement for any change to take place.

I think it's the people, I think it's a combination of the two. Part of the problem is we sit back and wait for the government to do everything and come up with ideas and then sit back and say that wasn't good enough. But when we have opportunities to come out where we're not being paid, to come out and make a difference or voice or opinion or take the opportunity to do that. Even if we don't live in the city or whatever the issue is, there are still opportunities for you to be involved and try to make a difference. (suburban)

You have to fight for your rights. (urban)

Especially in the inner city because that's where I'm from, we give up to easy when we fight. We have a lot of good ideas on the table but we never follow through with them. We really need to come together as a whole, bring the issues to the table, raise hell about them, and then fight. (urban)

Remember, however, that a focus group is not a natural situation, and participants tend to get more involved and excited about an issue than they might otherwise. Also, there

were more active citizens than we usually see in our groups. However, in comparison to hundreds of focus groups we have done on various public policy efforts, these three groups suggest that there is a mid-to-high level of engagement on making the region more livable (as opposed to pure transportation planning). This needs to be tested further in the survey.

Potential Messengers

Participants in the focus groups were asked to name potential messengers for this effort. They began by throwing out names of politicians, but quickly became cynical. Several mentioned Mayor O'Malley, but he clearly has some image problems. Participants are

Potential Messengers Mentioned

Politicians:

Mayor Martin O'Malley
Kweisi Mfume
Governor Parris Glendening
Lt. Governor Kathleen Kennedy Townsend
Senator Barbara Mikulski
Senator Paul Sarbanes
Congressman Robert Ehrlich
County Executive Dutch Ruppersberger

Media:

Gregory Kane
Mark Steiner

Businesspeople:

Bill Stuever
The Cordishes
Cal Ripkin
Peter Angelos

worried that he is running for Governor, and still question his "vision". They are also disturbed by recent city salary increases. In two of the groups participants were enthusiastic about Kweisi Mfume. Said one suburban woman, "Kweisi is a strong voice, when you mention his name, especially in the Black community, they look up and they sit up. As soon as you say his name people are like let me help him."

In the suburban group, there was also some interest in local media personalities. Participants brought up Gregory Kane, the columnist from *The Sun* and Mark Steiner from WJHU.

Participants were also interested in hearing from local businessmen, particularly developers. In one group they said they wanted to hear from someone like Jim Rouse, who was not just out to make money, but had a vision. A few mentioned the Cordishes, though most thought were more concerned about money. Bill Stuever was also discussed, and participants who knew of him tended to think of him as more visionary. Said one participant, "He's one of the developers who has done incredible things."

Appendix 2: Strengths and Weaknesses

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING

JANUARY 2003

Strengths & Weaknesses

Strengths and Weaknesses for the Baltimore Region were compiled from five sources:

- July meeting with Oversight Committee
- First round of stakeholder interviews *
- Comments from Oversight Committee members (sources two and three are combined)
- Input from City and County Planning and Economic Development Directors
- Second round of stakeholder interviews *

*See list of stakeholders interviewed at the end of this document

The Environment

Strengths

Public policy

- Success of the Chesapeake Bay preservation efforts.
- State has done a great job in land preservation.
- Regional water supply depends on Baltimore City's reservoirs.
- Smart Growth.
- Chesapeake Bay clean-up program has been successful.
- Rural Legacy and Agricultural Preservation programs are effective tools the State is using to save land.
- Area wide cooperation on BRTB and Ozone Action days.
- Region has large acreage of natural and protected environment, and coastline.
- Watersheds around three major reservoirs are protected and the water quality is excellent.
- There is a strong anti-growth sentiment in Harford County.
- Baltimore Regional Partnership has found ways to engage people who are not natural constituencies for environmental issues by taking local issues and building on them to show the connection with larger issues.

Natural environment

- Maryland's and the region's natural environment.
- Region's landscape is beautiful.
- Environmental diversity.
- Many recreational options.
- Tremendous natural resources.

Weaknesses

Pollution

- Region is in EPA's severe non-attainment air quality standards category.
- Non-attainment levels will continue to impose limitation to "normal" growth.
- Air pollution and air quality non-attainment.
- High cancer clusters in region.
- Lack of an interstate effort to attack the pollution from the Ohio River Valley that contributes to our bad air.
- Increased truck traffic.
- Environmental conditions poorer in poorer parts of the region.
- Groundwater quality at issue in some small areas, from failing septic, stormwater management problems, agriculture, or road salt runoff.
- We have succeeded only stabilizing the Bay, but we haven't saved it yet. We're only seeing slight improvements with many indicators (bay grasses in trouble still, still high levels of turbidity).
- VMTs will go up by 40% over the next 30 years but we aren't going to be able to increase capacity of roads by 40%.
- Need for additional stream restoration efforts.

Public policy

- Congestion is increasing dramatically due to disconnect of land use and transportation planning.
- Smart Growth has limited effect and is not well understood.
- Transportation planning is not coordinated with land use planning.
- Local jurisdictions do not do enough to implement more tools to save sensitive resources (no TDR, weak environmental regulations).
- Still have developments that are built that shouldn't be built and transportation projects that are questionable.
- We need to adopt better approaches and principles from other places that are going a better job of managing sprawl. I don't know of a place that is doing it without comprehensive plans to which local bodies have to abide.
- When look at MTA's proposal to double ridership over the next 20 years, transit's share of trips does not change.

Public awareness

- Lack of understanding of regional implications of environmental issues (i.e. air and water quality).
- People prefer cars to mass transit.
- Lack of recognition that the region's ability to develop outward is coming to an end.

- Population is relatively complacent in its attitude towards environmental matters.
- A lot of people aren't proud of the kinds of places that we have created. We are losing a lot of places that we care about.

Open space

- Lack of a coherent regional open space network.
- Need to preserve more open space.

Economic development

Strengths

Location

- Location is ideal for business and more people are recognizing that.
- Proximity to Washington, D.C.
- Strategic location along I-95.
- Proximity of Inner Harbor attractions - from Camden Yards to Fells' Pt.
- Access to the Port of Baltimore.
- Position in the Northeast corridor between Boston and Washington, D.C.
- Baltimore region is located in the fourth largest and fastest growing consumer market.
- Baltimore region is one of the wealthiest in the U.S.
- Great place to locate a business.
- Easy access to major highways and BWI Airport.
- Quality of life.
- Reasonable cost of living.
- 35 miles from the capital of the world.
- The extent to which Baltimore connects with D.C. is a plus.
- As employers leave Baltimore City they are not moving too far, but staying in the region.
- Baltimore City is the financial center of the region.
- Cosmopolitan population.
- Traditional hub.
- Route 40 is the economic future of Harford County.

Transportation

- BWI as gateway to region.
- BWI's relatively easy accessibility.
- BWI services the Greater Baltimore region.
- Good access to airlines.
- Port of Baltimore – “niche market”.
- Amtrak service - now, Acela on-line.

- Transportation system that we can build upon.
- Relatively good street and highway access for Port related and other freight traffic.
- New York and New Jersey traffic congestion not here (yet).
- Variety of transportation resources (light rail, MARC, MTA bus system).
- Efficient interstate and highway network.
- State has a great set up already for funding transportation.
- We think we have serious congestion but we do not. Commute times to downtown are very brief compared to D.C. and parts of the Northeast.
- Baltimore has a good highway program.
- Have a great airport, have an excellent port due to geographic location.
- Port is strong.

Public/institutional investment

- Leadership programs sponsored by county and state chambers of commerce.
- Effective marketing by Greater Baltimore Alliance.
- University investment in City.
- Strong medical institutions.
- Heavily influential local, state and federal government, almost recession proof.
- Training assistance.
- Good base of government related and finance jobs, less reliance on smokestack industries.
- Each county has active economic development departments.
- Good coordination among City/County economic development departments.
- Economic development opportunities, especially in technology sector (i.e. Digital Harbor plan, BWI)
- State and federal laboratories.
- The region has economic development programs in place at the state and local level to promote business development/training, etc.
- Partnerships with business leaders and government leaders to support economic development efforts.
- Presence of many institutions of higher learning.
- High government brainpower.
- Johns Hopkins is a significant asset.
- Ravens and Orioles.

Healthcare and technology industries

- Mixture of businesses (service/tech).

- Healthcare community growing.
- Presence of successful medical and bio-technological institutions.
- Tech-based opportunities.
- Technology is strong sector especially in Anne Arundel and Howard Counties.
- Healthcare and biotech are strong industries.
- R & D, medical research, technology are all potential growth sectors.
- Diverse economic base.

Workforce

- High level of intelligent graduates and Community Colleges.
- High-level production of skilled workers.
- Well-trained work forces.
- High education attainment levels.

Weaknesses

Mobility/job access

- Congestion is increasing dramatically due to disconnect of land use and transportation planning.
- Increased truck traffic.
- Inadequate resources to fund transportation needs.
- Parking is a big problem downtown. It is expensive, there are few options. We need to look at reasonable solutions so people do not have to use their cars.
- Insufficient transportation entrepreneurship leads to too much reliance on MTA.
- Area not sufficiently covered by high-speed mass transit.
- Rapid transit systems are separate and not integrated.
- Poor infrastructure within the city.
- Lack of an effective or efficient regional mass transit network, too much focus on roads.
- Insufficient infrastructure funding for Baltimore City.
- Lack of good highway connection to Montgomery County and other Washington suburbs (Inter-Count Connector) that would spur additional job growth around BWI and in Baltimore region.
- Mobility is a serious impediment for low skill workers.
- Downtown hasn't been able to take advantage of transit, example of Chicago, which lives by transit.
- The business community has to bargain for parking, and parking becomes poker chip for downtown development.
- Little rational discussion around Maglev train (i.e. access to stations, taking riders from Amtrak, tunnels already a bottleneck).
- Intermodal (rail to port) terminals are needed, not many exist now.

- Have had very little vision as far as public transit. Don't know where were going or how we're going to get there.
- The region has not supported the state as far as public transit.
- There have been no additions made to the transit system in the last decade except two stops added in the CBD to Johns Hopkins (completed five years ago).
- Howard County needs low skill workers.
- Inadequate access to jobs (mainly for disadvantaged).
- Job growth is primarily in suburbs; whereas, labor pool for entry level/lower skill positions is primarily in the urban core.
- There is a disconnect between job growth and residents. For example, 35% of new jobs in the region are not accessible by public transit (1997-98).

Job creation/workforce development

- Inadequate workforce development and attraction of new workers.
- High employment.
- High unemployment in "pockets".
- Lack of coordinated effort at area wide job training.
- The region does not have an economic plan for job creation.
- Not attracting immigrant population (workforce, entrepreneurial implications).
- Little immigration.
- Lack of adequately prepared and skilled workforce to meet the current and future demands of Maryland's businesses and employers.
- Have not attracted substantial skilled blue-collar jobs to replace steel, aircraft, other manufacturing jobs eastern Baltimore County and Baltimore City.
- We are missing the immigrant influence on community development, where new immigrants come in and start businesses and live in older inner city communities.

Leadership

- Overall lack of strong business leadership.
- The number and caliber of business leadership has slipped.
- The business community has no vision to capture resources to expand the system.
- The business community has evolved to make Baltimore a "branch town".
- Economic resources delivered by relocating businesses excessively in hands of established network.
- Still making the transition from the smoke stack industry/economy to the service/technology based company.

- Loss of corporate headquarters, home grown businesses.
- Small number of large employers.
- Too closely linked to Washington, D.C.

Baltimore City

- Baltimore City is terminally ill.
- Digital Harbor seems like “the emperors new clothes” (what exactly is a digital harbor?).
- Appearance of neighborhoods adding to the negative perception of the city.
- Not all jurisdictions (City) share prosperity.
- There is no downtown shopping now. To go to a department store you have to go to the County. There used to be more places like smaller hardware stores (i.e. Howard Street). Have to go to malls now to shop.
- A lot of vacant retail storefronts even just three blocks from Harborfront.
- Baltimore City lacks P.R.

Public policy

- State’s tax structure.
- Permitting process.
- No coherent regional development strategy.
- Region does not have an effective economic plan or identity.
- The state has invested in DC and nothing in Baltimore.
- We need to attract businesses to generate taxes, we build a lot of homes but the average home does not pay enough taxes to support the services that they use (Harford County).

Social Equity

Strengths

Activism

- Volunteer effort – connecting to regionalism.
- Leadership programs as a forum for discussing regionalism.
- Potential alliance of city poor, older suburbs and the remaining rural citizen to put teeth in Smart Growth.
- NIMBYism.
- There is a lot of organizing happening to help the public understand about connections between how we spend transportation funds and the outcomes that we get in our communities.
- Baltimore Regional Partnership has found ways to engage people who are not natural constituencies for environmental issues.

- New organization called BRIDGE (Baltimore Regional Initiative Developing Genuine Equality) is doing leadership development to ensure that people that have been disenfranchised have a voice in regional decision-making.

Community development

- Growth restrictions in the region, combined with middle-income housing programs such as Hope VI have made housing in City more desirable.
- Diversity provides an opportunity to live/work in a heterogeneous society.
- Neighborhoods that are strong are very close-knit; small-town feeling in a pretty big city.
- Great neighborhoods and housing affordability.
- We are a “real place”.
- Cultural diversity in City.
- Strong and vocal communities.
- Healthy Neighborhoods Program is trying to stabilize people in neighborhoods by pointing out assets and preserving and marketing them (i.e. curb appeal projects).
- Positive community for civic participation.

Institutions and non-profits

- Philanthropic community.
- Contributions of CPHA.
- Good public library systems.
- Faith Institutions e.g. Catholic, Jewish and Black Charities.
- Grass -roots oriented cultural resources like Arena Stage, Eubie Blake museum and Great Blacks in Wax balanced with major regional institutions like the Lyric, Myerhoff, etc.
- University investment in Baltimore City.
- Presence of many successful cultural institutions.
- Strong non-profit entities.
- Cultural and recreational amenities.
- Strong professional leaders in the non-profit community.

Public safety

- Baltimore City’s crime rate decreasing (except homicide).
- Drug addiction treatment increasing.
- Crime is decreasing.
- Improvements in public safety.
- Mayor O’Malley’s crime reduction plan.

Education

- Higher education institutions (more potential for them to contribute).
- Improvement of Baltimore City schools.
- Strong public school systems in suburban counties.
- Improvements to Baltimore City public schools.
- Some opportunities for adult education.

Economic development

- Economy and social conditions are improving.
- Relatively low housing costs.
- High employment.

Weaknesses**Education**

- K-12 education in City schools is still inadequate (i.e. technology training).
- Lack of accountability of the school system.
- Not getting the best teachers in schools.
- Very negative perception of quality of public education.
- Lack of recognition of connection between concentration of poverty and school quality problems.
- Need to improve recruitment efforts for local high school students to attend local colleges/universities.
- Weak civic education supporting regional consciousness and action at the elementary, secondary and higher education levels.
- Newest and best schools are built (often) where we do not want growth to occur.
- Resources still lacking for our most needy schools.
- Inadequate and inconsistent/unequal funding for K-12 education throughout the region.
- Despite improvements, Baltimore City public schools still have a long way to go.
- Lack of equity in state education funding priorities area wide.
- Local school boards have no accountability.
- High school graduates are not prepared to successfully enter the workforce, particularly tech jobs.
- Hiring and retention of quality public school teachers.
- Overall perception of the public school system.
- Lack of public education around important issues.
- Colleges and universities not actively involved in regional issues.

Poverty/ racial and economic segregation

- Disparity of incomes too great.

- Poverty related issues spreading to outer areas (i.e. crime, drug use).
- Concentration of poverty.
- The issue of racism as a root factor in planning/policy development cannot be overstated.
- Disparity of incomes.
- There are huge income differentials, huge conflict over where to place affordable housing, huge tax base differentials.
- Economic segregation.

Mobility

- Inadequate access to jobs (mainly for disadvantaged).
- Lack of transportation options, especially for the disadvantaged (economic, age and race).
- There is a disconnect between job growth and residents. For example, 35% of new jobs in the region are not accessible by public transit (1997-98).
- People do not want mass transit facilities located in their neighborhoods. (i.e. increase crime in the suburbs).
- Lack of transportation options for the disadvantaged traveling from urban areas to employment.

Regionalism

- Lack of regional civic network.
- Residents of Baltimore County, particularly the inner ring, has seen themselves in an antagonistic relationship with the city, even though older suburban communities are just as much on the losing side as the city is.
- NIMBYism.
- Lack of assistance to City from surrounding counties, rather competition.
- Poor use of information technology to support regional civic initiatives.
- Lack of cooperation on social issues.
- Some concern that regional policies will break up the black power base in the inner city, which worries some people.
- Negative perceptions regarding social conditions.
- Lack of public participation.
- Many of the region's residents lack connection to Baltimore City.

Baltimore City

- High-level drug addiction (Baltimore City).
- Crime, drugs and murder in City.
- City is losing population and crime is up.

- There needs to be a downtown neighborhood redevelopment strategy – there is none now. Need a plan and a strategy with neighborhood, private sector and government working together.
- “Poor sister” image to bigger east coast cities.
- City needs its own growth strategy. Are there areas we’re going to just give up on? There is just no strategy for growth in the city.

Redevelopment

- Poor infrastructure and appearance in neighborhoods.
- Not enough investment in revitalizing older neighborhoods; investment occurs in pockets, not as a continued planned process.
- Not enough incentive for infill and urban redevelopment.
- Need for redevelopment of older industrial areas in some jurisdictions.

Corporate involvement

- Inadequate corporate involvement in civic life.
- Low level of individual giving (below national average although Maryland is the wealthiest state) reduces resources for innovation or worthy projects.
- Absence of strong industry leadership.
- Media coverage that does not provide for constructive dialogue (education and crime issues).

Government and Public Policy

Strengths

Smart Growth

- Smart Growth program provides sophisticated planning tools and notion of alternative patterns of development is beginning to catch on.
- State planning organization.
- Smart Growth policy.
- Today there is much better communication between land use officials and transportation officials than there has been in the past. Smart Growth has helped put us on the right track.
- “Stop growth” sentiment is a unifying force.

Leadership

- Some leadership pieces are in place.
- Strong effective Congressional delegation.
- Fairly influential members of legislature (Rawlings/Hoffman/McIntosh).
- Baltimore City’s new mayor injects energy and “can do” attitude.

- County executives and the mayor are dedicated and effective leaders, they coordinate through the BRTB, GBA, etc.
- Strong individual-elected officials.
- Our transportation funding system (Trust Fund) is one of the best in the country.

Regionalism

- Institutions that keep regional issues alive.
- Good transportation planning and coordination through the BMC/BRTB.
- Cooperative efforts by surrounding counties to support Baltimore City.
- Time of interest converging for cities and counties.
- County/City executives are more regionally oriented than in the past.

Overlapping jurisdictions

- Jurisdictions overlap in legislative districts.
- Few and large jurisdictions.
- Overlapping districts, the more of those we have the healthier it will be – I think people appreciate this.
- Relatively few jurisdictions.

Weaknesses

Smart Growth

- Smart growth breaks down at local level.
- Smart Growth has no teeth; all the planning is at the State level, all decision making at the local level, on an unconditional and normless basis.
- Smart Growth perceived as political not practical – a "liberal democrat" solution.
- Planning is important at jurisdictional levels only.
- City Planning department's capacity.
- Counties use zoning codes and development regulations that are 50 years old, these codes promote (almost mandate) sprawl.
- Resistance to updating codes and implementing Smart Growth.
- Smart Growth Program established but not fully understood.
- For Smart Growth to happen effectively need a state comprehensive plan developed in cooperation with local bodies but that local bodies can be forced to comply with.
- Smart Growth structures are incentive based. The State doesn't prescribe hard and fast laws but rather has the power to withhold investment dollars from local areas that are clearly going off track.

- We need to adopt better approaches and principles from other places that are going a better job of managing sprawl. I don't know of a place that is doing it without comprehensive plans to which local bodies have to abide.
- Most of the counties have created huge Priority Funding Areas.
- Need adequate public facilities ordinances. Should have to meet public facility type ordinance in order to be able to build.
- City needs its own growth strategy. Are there areas we're going to just give up on? There is just no strategy for growth in the city.
- People don't know about Smart Growth, especially with regard to neighborhood revitalization. Think it's just to keep highways out of Carroll County.
- Lack of cohesive area wide storm water management planning process.
- Disagreement on the watershed protection plan.

Transportation

- Mass transit does not connect the region well enough.
- Too much focus on automobile mobility.
- Inadequate resources to fund transportation needs.
- Lack of rail based, extensive (gets you where you need to go) mass transit system, poor transportation planning leadership, overflows on parking.
- Bus fare box policies slowly being changed; hinder innovative efforts to improve routes
- No transit advocacy.
- Lack of innovative transportation planning; too much old school "build our way out" mentality.
- Lack of consideration to elevate public transit as something other than that method of last resort.
- There is no transit system; various modes: rail, auto, light rail, bus are not coordinated.
- All the money is spent on the car: public as well as private.
- A dysfunctional bus system.
- Inadequate funding for infrastructure.
- Lack of coordination between land use and transportation planning.
- Need regional approach to transportation issues.
- Very small percentage of the State DOT transportation budget is used for bicycle and pedestrian projects (like .1%).
- There is no vision for rail transit and how the rail system and bus system will work together in the future
- VMTs will go up by 40% over the next 30 years but we aren't going to be able to increase capacity of roads by 40%.

- When look at MTA's proposal to double ridership over the next 20 years, transit's share of trips does not change.

Regionalism

- Lack of regional vision, cohesion and planning.
- There is little evidence of local government support of regional agendas.
- Little support for tax sharing in region.
- There are no institutions for regional governance.
- Lack of cooperation among counties.
- Very little jurisdictional support for regional cooperation/agenda.
- Lack of regional transportation plan.
- City and County Councils do not interact with each other.
- No legislative coordination for the region.
- Many County Councils do not seem to interact well with County Executives.
- Competition, not coordination among counties, and everyone ignores Baltimore City.

Funding

- Disproportionate resources go to Maryland's DC suburbs (i.e. Prince Georges County).
- Lack of equity in state education funding priorities area wide.
- Increasing state education mandates without funding.
- We need to make funding available for neighborhood projects and connect state and local agency resources to provide money for small low cost projects that address people's needs on the everyday level.

Leadership

- Elected leaders still don't have a lot of visible leadership. No shared vision for region.
- Future leadership is weak; will be DC based.
- No leaders have emerged as advocates for the region.
- Absence of leadership by state government for regional policy and strategy.

ACP conducted one-on-one interviews with the following 21 stakeholders:

- Dr. Kevin Manning, Villa Julie College
- Rose Fleming, Fleming Transportation
- Dru-Schmidt Perkins, 1000 Friends of Maryland
- Fran Flanigan, Alliance for the Chesapeake Bay
- Bob Embry, Abell Foundation

- Diana Morris, Open Society Institute of Baltimore
- Bill Struever, Struever Brother, Eccles & Rouse
- Lenneal Henderson, University of Baltimore
- Neil Shpritz, BWI Business Partnership
- Michael Replogle, Transportation Director at Environmental Defense in Washington, DC
- Mark Wasserman, University of Maryland Medical Systems
- Gerry Neilly, Transportation planner and activist
- Bob Shaffner, President, Route 40 Business Association (Harford County)
- Terri Turner, Executive Director, Citizens Planning and Housing Association
- Ann Sherrill, Baltimore Neighborhood Collaborative
- Harriet Tregoning, Secretary for Smart Growth
- Christopher Costello, Marylanders For Efficient and Safe Highways
- Tim Armbruster, Goldseker Foundation
- Ned Sayre, President, County Farm Bureau, Harford County
- Howard "Pete" Rawlings, Member of the Maryland State Senate
- Bill Hellman, RK & K Engineers

Appendix 3: Regional Trends

VISION 2030: SHAPING OUR REGION'S TRENDS TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING

JANUARY 2003

Regional Trends

Vision 2030: Shaping Our Region's Future Together is an 18 month process to reach a consensus on a clear, consistent and realistic vision of the Baltimore region's future.

In a visioning process, current trends represent a starting point for discussion. The outcome of the vision will be strategic recommendations for policies that will affect those trends and uncover the region's potential.

The current trends summary is based on data from a variety of sources, including but not limited to the Baltimore Metropolitan Council's Regional Economic Indicators Report for 2000, Census 2000 and the Maryland Department of Planning.

The findings show that the region is making gains in some key areas. For example, air quality is improving, the Chesapeake Bay's health is improving, and crime rates are decreasing. However, the findings also show that the region is still facing difficult challenges. Census 2000 showed that Baltimore City is losing population, and the majority of the region's poor residents still live within the City and older suburban areas. Growth rates in the outer suburbs are increasing, and in some cases at rates far higher than the rest of the nation. And low-density residential development is still the dominant land use pattern in these areas.

The following section summarizes a number of the key findings.

Population

The region's population is increasing, but at a slower rate than the state and nation. From 1990 to 1998 the region gained population at a rate of four percent, while the state's population increased by seven percent and the nation's by eight (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition).

Baltimore City is losing population and the suburbs are gaining, some at rates far beyond national averages. According to figures from Census 2000, from 1990 to 2000 Howard County experienced the greatest population gain at 32 percent, while Carroll County was second with an increase of 22 percent (see Table 1). Baltimore City saw its population drop by 12 percent. The number of households in the region increased 10 percent from 1990 to 2000, while Howard County saw a 39 percent increase in its number of households, which is three times the national growth rate.

The racial composition of the region is changing, but at a slower pace than the nation. The white population of the region remained stable from 1990 to 2000 (it dropped by .2 percent). The black population increased by 15 percent (90,665 people). The Latino population increased by 75 percent (21,792 people). The Asian population increased by 86 percent (31,722 people). However, as shown in Table 2, the population changes varied from county to county. The number of whites and blacks in Baltimore City decreased from 1990 to 2000, although the Asian and Latino populations increased. The number of whites in Baltimore County also decreased, although the number of blacks there increased significantly (77 percent, or 66,149 people). Despite large

increases in the Latino and Asian population in several counties, particularly Anne Arundel and Howard, the percentage of the region's population that is Latino or Asian is lower than that of the rest of the country. The country's Latino population makes up 12.5 percent of the country's population (two percent in the region) and the Asian population comprises 3.6 percent (2.7 percent in the region).

Table 1. Population Change in the Baltimore Region 1990-2000

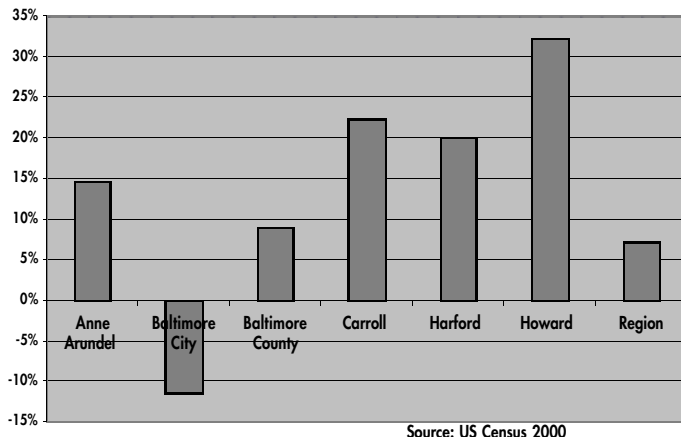


Table 2: Population Change by Race, 1990-2000

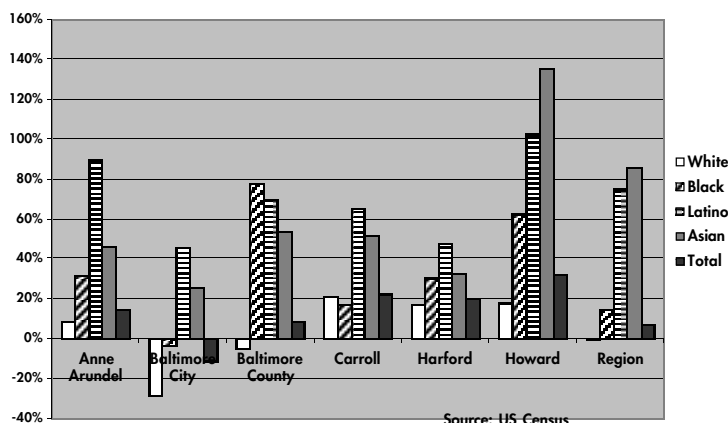
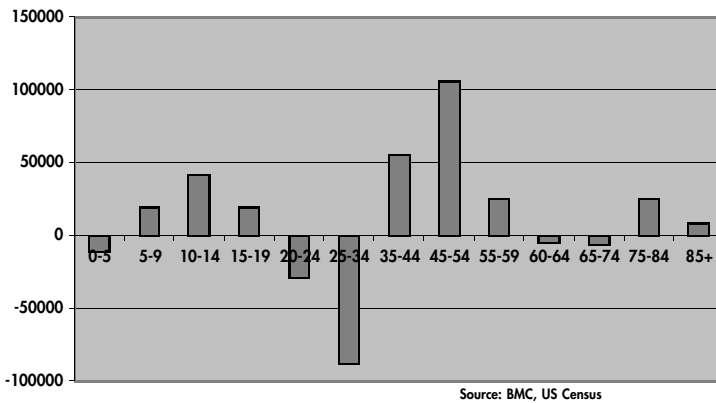


Table 3: Population change by age group in the Baltimore Region, 1990-2000



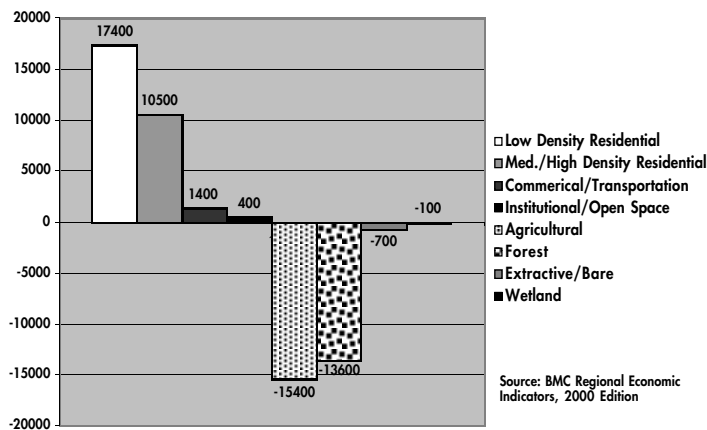
There has been a decrease in the number of 20 to 34 year olds in the region. The number of people in this age group has declined by 20 percent in the nineties, or 87,105 people (see Table 3). Baltimore City lost 44,633 of its 25 to 34 year olds, a decline of 32 percent. This trend is affecting the labor force supply in the region. The large increase in 45 to 54 year olds will also have an affect on the elder care system in the upcoming years.

The number of female-headed households has increased in all parts of the region, except Baltimore City. The region saw a 20 percent increase in the number of female-headed

households from 1990 to 2000. While the City saw a five percent decline, the number of households headed by women increased by over 40 percent in the suburban counties. Howard County had a 61 percent increase. However, households headed by women still make up only eight percent of the region's households.

Environment

Table 4: Change in Number of Acres Consumed by Use in the Baltimore Region, 1990-1997



As low and medium density residential development increase in the region, the amount of agricultural and forest land decreases. Table 4 shows a direct correlation between the increase in the number of acres consumed by residential development and the number agricultural and forest acres lost.

The number of acres developed is decreasing, but low-density residential development is increasing. The number of acres of land developed between 1990 and 1997 decreased compared with the years 1985 to 1990, although low-density sprawl has increased. In 1973, low-density residential development accounted for 27

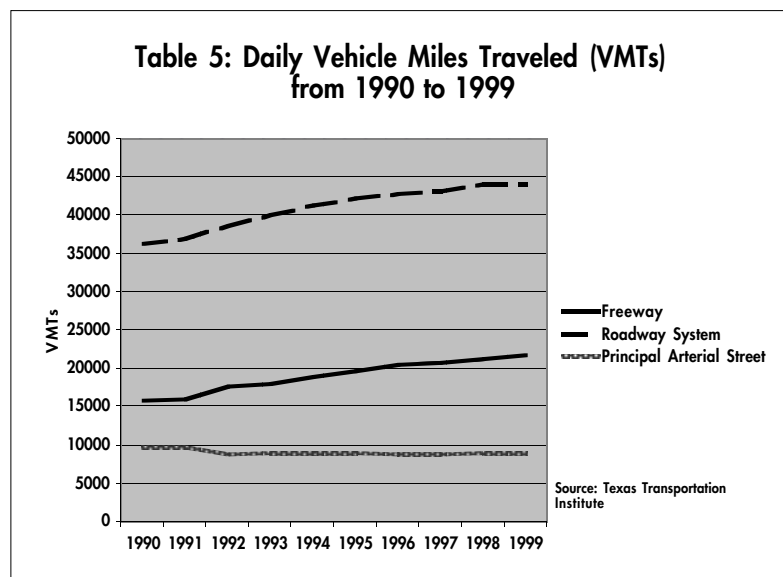
percent of the region's developed land. During the 1990 to 1997 period, low-density residential development accounted for 58 percent of all new development (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition).

Air quality is improving. In 1999 the region had 11 ozone violation days, one more than in 1990 and five more than in 1998. However,

maximum one-hour ozone levels in the region are lower than in the 1980's by an average of 16 percent. In addition, between 1990 and 1999, the nitrogen dioxide level dropped 0.2 percent, the sulfur dioxide level dropped by 30.4 percent, and the inhalable particulate level declined by 5.9 percent since 1990, and dropped by 33.3 percent between 1980 and 1999 (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition).

The Chesapeake Bay's health is improving, although slowly. On an overall health index of 1 to 100, the Chesapeake Bay ranks at 28 for the year 2000, which is the same for 1999. The goal is to reach 70 by 2050. The lowest health index of the Chesapeake Bay was 23, in 1983 (Chesapeake Bay Foundation).

Transportation



Vehicle miles traveled (VMT) is increasing, although congestion in the region is still low compared to the rest of the country.

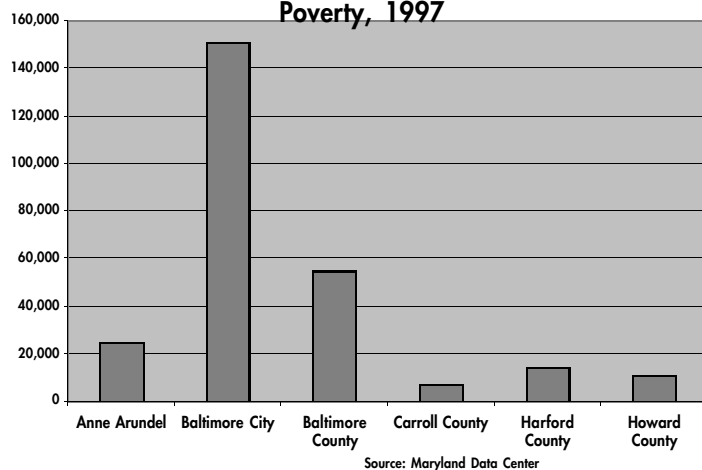
As shown in Table 5, daily VMT for the entire regional roadway system increased by 7,760 miles from 1990 to 1998, a 21 percent increase (Texas Transportation Institute Mobility Study, 2000). This increase is five times the rate of population growth for the region during the same period. However, the region ranks 29th in the nation for congestion levels. The annual delay due to traffic congestion per capita is 31 hours, compared to 56 hours per year in Los Angeles, 46 hours per year in Washington D.C, and 26 hours per year in

Philadelphia. (*Easing the Burden*, Surface Transportation Policy Project, 2001)

Bus and rail use is increasing, too. From 1990 to 1998 total bus and rail ridership in the region increase by 15 percent, from 81 million to 93 million, although still has not reached 1980 levels, when 102 million riders traveled by bus or rail. (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition). Sixteen percent of workers in the region (889,650 workers) do not drive to work, the same percentage as Seattle. In St. Louis, only 8.4 percent of workers travel to work by means other than a car, while 23.8 percent do in Austin, TX and 12.6 percent in Los Angeles (Surface Transportation Policy Project).

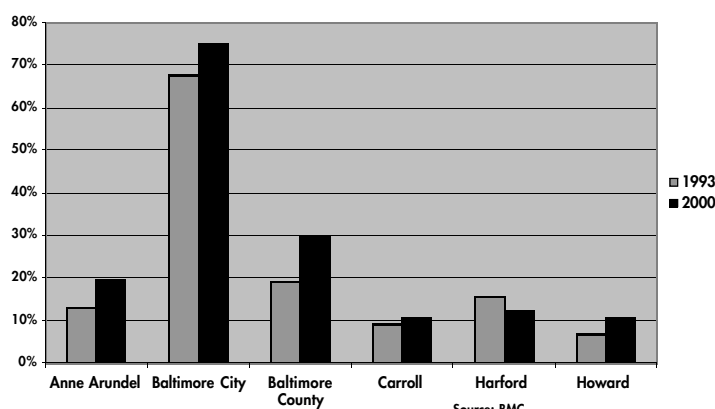
Social Equity

Table 6: Estimated Number of Residents Living in Poverty, 1997



Baltimore City is home to a majority of the region's poor. Baltimore City is home to 57.5 percent of the region's population living in poverty (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition). As shown in Table 6, in 1997 Baltimore City's poverty rate was the highest in the region at 23.7 percent (150,937 people). Baltimore County had 54,891 people (7.6 percent of the county's residents) living in poverty, while Carroll County had the lowest number of poor residents, 7,320 (4.9 percent). As shown in Table 7, from 1993 to 2000, the percentage of free and reduced price lunches increased in all counties except Harford. In 2000, 75 percent of school lunches in Baltimore City and 30 percent in Baltimore County were free or reduced price, up from 68 and 19 percent, respectively, in 1993.

Table 7: Percentage Free/Reduced Price Lunches in Elementary Schools, 1993 and 2000



Illegal drug use is increasing in the region.

According to the national drug treatment organization Drug Strategies, from 1990 to 1999, the number of heroin overdose deaths nearly tripled in Baltimore City and increased five-fold in the five counties. Intravenous drug use accounted for 60 percent of new AIDS cases in Baltimore City in 1999, compared to 33 percent in the rest of Maryland and 26 percent nationally.

The crime rate is decreasing. From 1990-1998, the region's crime rate dropped by nine

percent, which was greater than the state's eight percent reduction. The nation's crime rate decreased by 21 percent during the same period (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition). Violent crime in Baltimore City declined by 16 percent in the first half of 2001 compared to the first half of 2000 (www.WBALChannel.com).

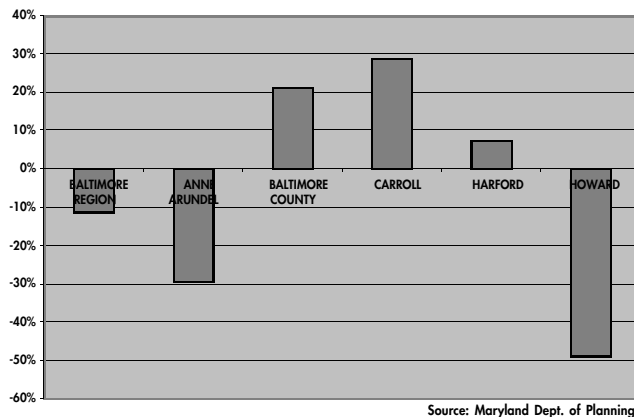
Economic Development

Job growth is declining in Baltimore City and increasing in the suburbs.

From 1990-1997, Baltimore City lost 51,200 jobs, a 10 percent decline. Its share of the region's employment fell from 37 percent to 32 percent in the same period. During the same period, employment in the suburban counties increased by 10 percent. Howard County had the highest increase

at 30 percent. Employment in Carroll County grew by 17.5 percent; Harford County by 14.5 percent; Anne Arundel County by six percent; and, Baltimore County by five percent. (Baltimore Metropolitan Council, *Regional Economic Indicators*, 2000 edition)

Table 8: Percent Change in Housing Units Constructed, July 1998 to July 2001



Housing construction is declining in the region, but still growing in some of the outer suburbs. Between 1990-1998, regional housing construction declined by five percent, while Howard County saw a 73.1 percent increase in the construction of new housing. However, as shown in Table 8, from July 1998 to July 2001, new housing construction in Howard County declined by 48.8 percent, a decrease in 701 units in the three-year period. The number of new units constructed in the region declined as well, by 11.4 percent (776 units). During the same period, construction in Baltimore County increased 21.3 percent (297 units), and 28.8 percent in

Carroll County (166 units). (Maryland Department of Planning)

High tech employment in the region increased by 4.8 percent from 1995 to 1999. Total high tech output increased by 12.6 percent in the same period. The communications equipment field saw the highest growth, increasing output by 151 percent. (Milken Institute, *Knowledge Value Added Cities in the Digital Age*, February 2001)

Appendix 4: Regional Workshop

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP-VISIONING & PLANNING, LTD.

JANUARY 2003

Regional Workshop Results

The Regional Workshop for Vision 2030 was held on October 3, 2001 at the Timonium Holiday Inn. Sixty-five people participated in the workshop, including elected officials, planners, educators, citizen activists, staff from non-profit organizations, and business leaders.

The purpose of the workshop was threefold:

1. To understand the complexity of thinking regionally,
2. To gain “intuitive” public input on future growth and land consumption considerations, and
3. To prepare for future subcommittee work.

Participants were divided into eight groups, each with a facilitator. In the workshop’s first step, participants chose what percentage of the region’s land they wanted to protect, then located areas to protect on a map of the region. In the second step they chose areas in the region to place the projected growth for 2000 to 2025. Participants also discussed the impacts of their choices.

Results for Protecting Land Step

As a first step, participants agreed on a percentage of the region’s total land they would want to protect over the next thirty years, over and above the amount of land that is currently protected. Table 1 (see below) shows that the average level for all eight groups was 18 percent. Currently, approximately 30 percent of the regions land (407,321 acres) is protected by easements or because it is designated parkland, Department of Natural Resources or federal land.

Each group then discussed criteria to guide the choice of what areas to protect. Criteria included:

- The creation of contiguous natural environments,
- Protecting land at the edges of existing urbanized areas;
- Protecting rivers and trails
- Creating urban parks;
- Protecting stream corridors; and
- Protecting forest and tidal areas.

Then the participants placed green “chips,” each representing 640 acres of land, onto the areas on the map that they believed should be protected. Table 1 describes where the protected land was located. On average, 12 percent of the land protected was inside Priority Funding Areas and 88 percent was outside these areas.

R

| Table 1: Protecting land | | | |
|---------------------------------|--------------------------------------|---------------------------------------|--|
| Group | Percentage of land to protect | Percentage of land inside PFAs | Percentage of land outside PFAs |
| 1 | 20% | 1% | 99% |
| 2 | 24% | 7% | 93% |
| 3 | 20% | 13% | 87% |
| 4 | 10% | 7% | 93% |
| 5 | 15% | 15.5% | 84.5% |
| 6 | 20% | 10% | 90% |
| 7 | 10% | 36% | 64% |
| 8 | 23% | 9.5% | 90.5% |
| Average | 18% | 12% | 88% |

18% region's total land = 252,000 acres

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Results of Locating Growth Step

In this step the participants were given brown “chips” that represented the amount of land that would be needed to accommodate the region’s projected growth for the next 25 years – 270,200 people – if the region continues to grow at the rate it did from 1990 to 1997. During that time .34 acres were consumed per person. This number represents the aggregate amount of commercial, residential and industrial land consumed from 1990-1997 (29,800 acres), divided by the population growth for that period (88,800).

The participants first discussed criteria that they could use to guide their choice for where growth should be located. Criteria included:

- Along transit lines;
- In already developed areas;
- In undeveloped areas;
- Away from environmentally sensitive areas;
- In distressed communities; and
- Near employment centers.

Participants then placed the “chips” on the map in areas where they believed growth should occur. The groups placed an average of 70 percent of the growth within the PFAs (excluding Baltimore City), six percent of the growth outside of the PFAs, and 24 percent of the growth in Baltimore City. These results indicate a propensity for redevelopment. Table 2 summarizes the results for each group.

| Table 2: Locating Future Growth | | | |
|---|--|--|---|
| Group | Percentage of growth inside PFAs (excluding Baltimore City) | Percentage of growth outside PFAs | Percentage of growth within Baltimore City |
| 1 | 63% | 11% | 26% |
| 2 | 66% | 1% | 33% |
| 3 | 73% | 2% | 25% |
| 4 | 72% | 7% | 21% |
| 5 | 77% | 1% | 22% |
| 6 | 65% | 1% | 34% |
| 7 | 60% | 26% | 14% |
| 8 | 81.5% | 2.5% | 16% |
| Average | 70% | 6% | 24% |
| 10% = 1.4 square miles = 896 acres | | | |

Each group then discussed the potential impacts of their results from the two steps on the following areas:

- Environment,
- Social Equity,
- Economic development, and
- Transportation.

The responses to this part of the workshop reflect the unanimity of the workshop's results. Most groups chose to locate growth in the region's developed areas and protect land in the outer areas; therefore the impacts they discussed addressed the positive and negative impacts of this pattern of growth. The impacts included:

- Environment – Positive impacts: Continuous open space, more urban open space, lower vehicle miles traveled would lead to improved air quality
- Environment – Negative Impacts: More pollution in heavily populated areas, potential waste disposal, sanitation, sewage and run-off problems
- Social Equity – Positive Impacts: rebuilding older communities, more diversity, more opportunity for interaction
- Social Equity – Negative impacts: Pressure on city infrastructure and services, potential for gentrification and displacement
- Economic development – Positive Impacts: Opportunity to live near where you work, using existing infrastructure, increase in Baltimore City's tax base
- Economic development – Negative Impacts: Outlying areas left out of economic growth, increased land costs, protected areas do not contribute to economic growth

- Transportation – Positive Impacts: Less congestion, increased walking and biking opportunities
- Transportation – Negative Impacts: Strain on existing networks, need more money for public transit

Finally, participants were asked to recommend steps to implement the proposed future growth and protection patterns. Most of the responses fell under the following topics:

- Reaching more people through the visioning process (24 responses),
- Improving transportation (18 responses),
- Improving Baltimore City (15 responses),
- Thinking regionally (15 responses),
- Encouraging growth in already developed areas (10 responses), and
- Protecting land (7 responses).

Appendix 5: Core Values and Principles

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING

JANUARY 2003

Core Values and Principles

The following core values and principles were developed by the Vision 2030 Subcommittees during a series of meetings held from November 2001 to March 2002. The Subcommittees focused on the following topics: Environment, Social Equity, Economic Development, and Government and Public Policy. Subcommittee members come from a variety of sectors and backgrounds.

A “value” is something that is intrinsically desirable. Each of the subcommittees’ core values represent the fundamental and basic outcomes that the subcommittee wants to see Vision 2030 address. The Principles represent the policy framework for the future of the region.

Environment

Core value

- Public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality.

Principles

- Educate elected officials, employees and citizens about incentives, which protect resources, promote defined growth patterns and provide appropriate locations for economic growth.
- Prioritize infill and redevelopment over greenfield development in local and regional economic development programs.
- Treat infill and redevelopment projects in established communities as the top priorities for public capital investments.
- Use full-cost accounting methods by public agencies that calculate a proposed project’s infrastructure, traffic, air and water impacts in addition to tax and job impacts.
- Protect rural lands from development through effective rural zoning.
- Use impact fees that cover the full cost of development outside of growth areas.

Core value

- A comprehensive, multi-modal transportation system.

Principles

- Connect land use and transportation planning.
- Invest in pedestrian, bicycle and greenway projects.
- A regional transportation planning process that is based on extensive public participation.
- Develop a convenient, efficient and accessible transit system.

Core value

- A common regional environmental ethic

Principles

- Promote public awareness of the importance of local watersheds.
- Incorporate 2000 Chesapeake Bay Agreement goals in public policy.
- Programs and policies that promote equal access across the region to clean air and water.
- Reduce the disparity of income and ensuring affordable housing choices throughout the region.
- Implement strong environmental education programming throughout the region.
- Promote “green” industries and building practices.

Core value

- Mixed base of land use to include agriculture, open spaces, forests, small towns, working landscapes and a mix of residential and commercial.

Principles

- Support the use of small town zoning to protect a mixed land use base in smaller jurisdictions.
- Programs and policies that support drinking water and sewerage infrastructure.
- Agricultural policy that helps farms transition into new farm economy.
- Provide for public open space in residential and commercial development.

Social Equity

Core value

- *Inclusive Communities.* Communities in all jurisdictions of the region, include housing opportunities for all people that maximize diversity of racial, social and economic backgrounds and minimize segregation or concentration of population by race or class.

Principles

- A diverse mix of housing types and options, including housing affordable by moderate and low-income people, in each community of the region.
- Land use and transportation planning that does not require that a household have a car to live successfully in any community.
- Encouragement and stimulation of the creation and preservation of neighborhoods where people of very different backgrounds can live, learn, and work together.

Core value

- *Quality Education for All.* Opportunities for quality education at all levels, from early childhood to life-long learning, are available to all our people.

Principles

- Early childhood and primary education in each neighborhood, and middle and secondary education in each community, which is challenging for all and adequate to prepare all students to fulfill their potential and to prepare themselves for higher education, a meaningful job at a family-supporting wage, and an active role as a citizen.
- Ensure that education at these levels, of high and equal quality, is a reality for all, regardless of physical or language barriers or special learning needs, and must not depend either on the income of the individual or the average income of the neighborhood, community, or jurisdiction of residence.
- The region as a whole must offer people of diverse incomes a range of choices of college, university, professional, technical, and enrichment education in order to allow all persons to develop their talents, pursue their personal choices, and advance their careers.
- Literacy must be universal by 2030.

Core value

- *Accessibility.* Each person has reasonable and safe access from home to a job that pays a family-supporting wage with benefits, to educational and retail facilities, to open space and recreation, to quality medical care, and to personal and social services.

Principle

- Support a high quality of life by making it easier for all people to get the goods and services they need; and thereby reduce poverty and disparity of incomes.
- Require proximity and transit accessibility, as well as accessibility for people with disabilities.
- Proximity should make some levels of facilities, including elementary schools and neighborhood retail, accessible by personal means (walking, wheelchair, bicycle).
- A transit network should make all levels of facilities, especially including jobs, schools, and medical care, convenient to most, if not all residences and to each other.

Core value

- *Participation.* All of our people are involved members of their communities, actively participating in the civic process to make well-

informed and just decisions and to choose leaders who responsibly consider the needs and desires of all the people of our region.

Principles

- All actors in the civic process, including individuals, businesses, religious groups, and civic associations, as well as the media and our educational institutions, make conscious efforts both to raise issues and provide relevant information and to seek out ways to involve their fellow citizens in the public process.
- Political leaders, in turn, must both help form public opinion, as well as respond to public input, keeping in mind the good of the whole metropolitan region, on which each of our individual goods in the long run depends.

Economic Development

Core value

- A highly trained, educated and flexible workforce.

Principles

- Ensure that every citizen should have an elementary and secondary education to allow them to successfully compete in the workplace.
- Develop a needs-based assessment of short and long-term employment projections.
- Conduct an inventory of workforce development organizations (e.g. colleges, universities, public schools, community-based organizations, and for profit organizations) and services provided.
- Establish a regional body made up of the workforce development and training sector, economic development authorities and employer representatives including chambers of commerce to develop and implement a responsive regional workforce development system.
- Develop a dynamic workforce development system that insures preparation, opportunities and job advancement for the difficult to employ population.

Core value

- A vibrant, dynamic economy and cultural core of the region.

Principles

- Identify current constituent groups and groups to attract to the city. Measure against existing constituent groups, create matrices to achieve goals.
- Programs to support existing population, increase education level of mothers.

- Invest state resources in City – region needs, support for city (cultural, etc.).
- If public and private investment goals are being achieved, if not stop.
- Market the core. Talk about success stories. Promote activities. Make the core user friendly and accessible (parking, etc.)
- Master planning neighborhoods; increase income level (address: transportation, education).
- Encourage diversity of ownership and investment (more people in the ownership and investment game).
- The core’s cultural and recreational institutions are enjoyed by the entire region; therefore, the State and region should support, invest and guide those resources for the economic benefit of the entire region.

Core value

- Universal mobility throughout the region

Principles

- Land use planning should be done in concert with transit, highway, and transportation solutions. Transportation solutions would include coordinated highways, heavy rail, light rail, buses, freight, bike, pedestrian, port facilities and airport.
- Regional development should be organized around centers of life activity such as employment, residences and commerce (retail) to make transit options viable.
- Regional funding solutions governed by the region (coordinated regional process).
- Freight mobility solution of rail through Baltimore.
- Measure the success of our transportation system on achieving our other core values as well as operations.

Core value

- Responsible and cohesive regional public and private leadership

Principles

- Build and maintain strong regional leadership by identifying and supporting a core of business and public leaders who will champion a regional effort that is broadly diversified, yet cohesive.
- Develop a coordinated effort to communicate with business and community groups.
- Encourage the recognition of regional importance, both within Metro Baltimore and in conjunction with Washington.
- Define and document public and private economic development efforts designed to encourage “locally-based” business startups and expansions.

- Active recognition of regional strengths and regular, effective activities to market area as a whole. Underlying reality is that sound economic development in any area political subdivision is beneficial to the whole!

Government and Public Policy

Core value

- A clear definition of regionalism and of the specific areas where regional solutions have a role and work best.

It is important that these definitions do not imply regional control but rather more cooperation and coordination as partners.

Principles

- Develop more coordination between regional and local policies and agendas.
- Form an increased public awareness, understanding and buy-in of regional issues such as, but not limited to:

- Economy
- Transportation
- Public safety – i.e. communications
- Air quality
- Work force development
- Cultural institutions including sports
- Sanitation
- Affordable housing, and its links to transportation

- Think of jurisdictions as partners with mutual benefits. It is not what they do but how they do it.

Core value

- A public leadership that integrates local and regional decision-making (including intra-jurisdictional cooperation).

Principles

- Develop a platform for debate among public leaders.
- Develop a forum for public leadership to consider public opinion.
- Develop awareness among public leaders.
- Develop mechanisms for shared planning and resources.
- Form policies that integrate local and regional decision-making.
- Recognize public leaders that are open to regionalism.

Core value

- The understanding that implementing the vision over the next 30 years might require substantial changes in the way regional decisions are made.

Principles

- Support the development of a shared regional visions and of regional governance institutions and tax structures that can implement that vision, including investigating successes and failures of other regions that have used other structures and institutions and educating stakeholders and the general public about that information.

Core value

- A stronger and more diverse involvement in regional decision-making of the community, non-profit organizations and businesses.

Principles

- Develop strong non-government regional leadership.
- Implement programs that encourage more diverse public participation in regional decision-making.

Core value

- The identification of equitable implementation mechanisms, policies and funding priorities for the vision's goals.

Principles

- Establish regional economies, transportation and environmental policies.
- Establish regional funding priorities.
- Establish regional tax sharing
- Develop regional implementation mechanisms.
- Coordinate county/city master plans.

Core value

- An increased public awareness, understanding and buy-in of regionalism as defined in 1-3 above.
- Principles
- Increase public awareness of the facts and trends that affect them in the region and the potential role, benefits and costs of regional cooperation.

Appendix 6: Prototypical Development Patterns

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING
THE ENVIRONMENTAL SIMULATION CENTER

JANUARY 2003

Prototypical Development Patterns, Scenarios and Indicators

Three Development Patterns

Vision 2030 has identified three development patterns. These development patterns reflect trends that are occurring in the Baltimore region or that are emerging nationwide. They have different implications for land consumption, mix of housing types, and proximity of jobs, shopping, and entertainment.

Type A: Conventional development pattern on undeveloped land

The first development pattern implies a continuation of how the region is growing today. In this type of pattern:

- Residential development occurs mostly as single-family homes.
- Subdivisions offer homes of similar size and cost;
- People live farther apart and can have more privacy.
- Homes, shops, small businesses and institutions are separated by functions.
- Residents tend to rely on private automobiles for transportation.
- Substantial new land is consumed. The amount of new land necessary to accommodate 1,000 households – with supporting commercial, schools and open space – is 750 acres.

Type B: Mixed-use walkable community on undeveloped land

The second development pattern assumes the creation of more compact walkable neighborhoods, with shopping, entertainment, and employment nearby. In this type of pattern:

- The majority of the homes remain single family. Lots are smaller on average, particularly in proximity to mixed-use town centers.
- Neighborhoods offer a variety of housing choices as homes of different size and cost are grouped together;
- People live closer together which can encourage more of a sense of community.
- Homes, shops, small businesses and institutions are grouped together in town centers.
- Neighborhoods are walkable and can sustain public transportation, in addition to the private automobile.
- New land consumption is lower than in Type A. The amount of new land necessary to accommodate 1,000 households – with supporting commercial, schools and open space – is 277 acres.

Type C: Mixed-use walkable communities on redeveloped land

The third development pattern also assumes the creation of more compact walkable communities but on redeveloped land. In this type of pattern:

- Residential development occurs as a combination of single family, town homes and apartments. Homes are closer together than in Type A and B.
- Neighborhoods offer the widest variety of housing choices.
- Homes, shops, small businesses and institutions are grouped together within existing urban areas.
- Neighborhoods are walkable and are served by public transportation in addition to the private automobile.
- No new land is used. Existing land necessary to accommodate 1,000 households – with supporting commercial, schools and open space – is 228 acres.

Four Scenarios

Vision 2030 has identified four scenarios designed to offer wide choices for the future of our region. The scenarios accommodate forecasted population and employment growth for the region by using variations on the three development patterns. The scenarios represent “what ifs...,” hypothetical situations, and are deliberately designed to offer a wide range of growth options.

The population and employment forecasts are projected to the year 2030. Over that period, the region’s population is expected to reach a total of 2,740,721 residents, an 11 percent growth (an additional 200,699 households). In the same period, 219,186 new jobs will be added to the region for a total of 1,641,982 jobs.

Scenario 1: Current trends and plans

This scenario follows the existing Baltimore Metropolitan Council’s 2025 plan that includes two new rail lines for a total of additional 31 rail miles. It shows how the region would develop if the current patterns of dispersed development were to continue. The mix of development patterns for this scenario is as follows:

| | |
|---|------------|
| Type A: Conventional development pattern on undeveloped land | 90% |
| Type B: Mixed-use walkable communities on undeveloped land | 5% |
| Type C: Mixed-use walkable communities on redeveloped land | 5% |

Because of the predominance of the Type A development pattern, most development would occur in the form of single family homes with focus remaining on the convenience for the private automobile. This scenario will use 138,316 acres of new land to accommodate forecast growth.

Scenario 2: Emphasis on road capacity

This scenario shows one way the region could develop if emphasis were given to the expansion of existing road capacity. Public transportation levels remain at current levels while an additional 769 new road lane miles are added. The mix of development patterns in this scenario is as follows:

| | |
|--|-----|
| Type A: Conventional development pattern on undeveloped land | 75% |
| Type B: Mixed-use walkable communities on undeveloped land | 20% |
| Type C: Mixed-use walkable communities on redeveloped land | 5% |

The majority of development is likely to continue in the form of single family homes. Due to changing demographics, more mixed-use walkable developments (Type B) could occur on new land. This scenario consumes 124,070 acres to accommodate forecast growth.

Scenario 3: Emphasis on mass transit

This scenario shows how the region would develop if emphasis were given to the expansion of mass transit and buses. Road capacity would remain at current levels while an additional 68 miles of rail would be added. The mix of development patterns in this scenario is as follows:

| | |
|--|-------|
| Type A: Conventional development pattern on undeveloped land | 25% |
| Type B: Mixed-use walkable communities on undeveloped land | 37.5% |
| Type C: Mixed-use walkable communities on redeveloped land | 37.5% |

The majority of development would be in the form of mixed-use walkable neighborhoods (both Type B and C). Transportation and housing choices will increase. This scenario consumes 58,506 acres of new land to accommodate forecast growth.

Scenario 4: Emphasis on redevelopment

This scenario shows how the region would develop if emphasis were given to the redevelopment of existing land. Road capacity would remain at current levels while rail capacity includes the 31 additional rail miles projected for the year 2025 (see Scenario 1). The mix of development patterns in this scenario is as follows:

| | |
|--|-----|
| Type A: Conventional development pattern on undeveloped land | 20% |
| Type B: Mixed-use walkable communities on undeveloped land | 20% |
| Type C: Mixed-use walkable communities on redeveloped land | 60% |

The majority of development would be in the form of mixed-use neighborhoods (Type B and C) with over half of the growth focused on existing communities. Homes are closer together than in the other three scenarios. New land consumed in this scenario is 41,243 acres to accommodate forecast growth.

Ten Indicators

The comparison of the four scenarios was measured through a complex computer modeling process. The description of the indicators used to predict the performance of each scenario follows. Indicators fall into two categories: Quality of Life and Transportation.

Quality of Life Indicators

Acres of new land consumed – The amount of new land consumed by each scenario is based on the proportion of housing built in each of the three development patterns. New land is defined as previously undeveloped agricultural or forest land.

Percentage of new neighborhoods that provide housing choices – Housing choices are defined as a variety of housing types (single family, townhouses, and apartments) likely reflecting range of prices.

Vehicle emissions – Air pollution from motor vehicles is roughly proportional to vehicle miles of travel. Two of the scenarios – Emphasis on Mass Transit and Emphasis on Redevelopment – result in significantly lower levels of vehicle travel than the other two scenarios resulting in lower emissions.

Impact on water quality – Maryland regulations on new development are very stringent to prevent negative impacts on water quality but runoff from existing developments is a significant source of water pollution. Redevelopment in existing communities requires improvement in stormwater management and, therefore, will improve water quality over existing conditions.

Transportation Indicators

Additional time in autos – The computer model calculates vehicle travel times and average auto occupancy levels. The results were used to calculate the additional time spent in autos per person per year by the year 2030.

Annual consumption of gasoline – The computer model calculates vehicle miles of travel for each scenario. The results were used to translate travel into gallons of gasoline and dollars. Fuel efficiency has declined in recent years. Fuel prices have ranged widely. Current numbers were used: \$1.30 a gallon for gasoline and 20.4 miles per gallon.

Increase in walking trips – The transportation model estimates the number of trips by each mode – walking, rail, bus and auto.

Increase in bus and rail trips – Same as previous.

Percentage of new households that can walk to rail or bus stop – New households are considered within walking distance of transit if they are within a quarter mile of a bus route and/or one mile of a rail station.

Percentage of new jobs accessible to transit – Same as previous.



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Baltimore Vision 2030

Transportation Indicators

Prepared for the Baltimore Regional Partnership

November 2002

Summary

The Baltimore region's Vision 2030 process identified and evaluated four future scenarios for land use and transportation investment policies. These scenarios included: 1) continuation of current trends, 2) emphasis on road capacity, 3) emphasis on public transit, and 4) emphasis on redevelopment.

These scenarios were analyzed using an enhanced version of the Baltimore Metropolitan Council's travel demand model. Most of the model enhancements improved sensitivity to transportation infrastructure and land use. Other model enhancements improved the model's fit with observed traffic data and travel survey data.

The development prototypes for the four scenarios were translated into transportation analysis zone ("TAZ") socioeconomic inputs. Projected household and employment growth was distributed through the region based on factors such as availability of land (for Greenfield development only), proximity to transit service, vacancy rates (for redevelopment) and other factors using available geographic information system data.

Performance measures calculated for each scenario include: vehicle miles traveled, gasoline consumption, vehicle hours of travel, walking trips, and transit trips. There are large differences in the results for the different scenarios.

The current trends and road capacity scenarios cause an increase in vehicle miles of travel and gasoline consumption that is three to four times as great as for the mass transit and redevelopment scenarios. Part of the reason for this difference is the greater number of walk and transit trips in the mass transit and redevelopment scenarios. In addition, the driving trips are shorter, on average, in these scenarios due to a less dispersed land use pattern. The redevelopment scenario performs particularly well, because the Baltimore region has a great potential for redevelopment in areas close to the region's core.

Travel Demand Model Enhancements

The Baltimore Metropolitan Council ("BMC") is the region's Metropolitan Planning Organization ("MPO"). Under Federal laws and regulations, MPOs are responsible for a set of regional planning activities including developing long-range transportation plans, transportation improvement programs and demonstrating air quality conformity. MPOs rely on demand models to satisfy these requirements. A separate report by Smart Mobility, Inc.¹ describes completely the enhancements that were made to the BMC model to support its use to measure land use effects as needed to develop indicators for the Vision 2030 process. These modifications are only summarized and explained briefly within this report.

Two important goals of the enhancements were to ensure that the model was sensitive to transportation infrastructure and land use. Model enhancements that increase the sketch model's sensitivity to infrastructure include:

- eliminating "K factors" from the trip distribution step,
- shifting from incremental assignment to equilibrium assignment, and
- full implementation of feedback from assignment to trip distribution including all trip types.

The BMC travel demand model has more than 40 "k-factors" in the trip distribution step. Time penalties (K factors) ranging from 3 minutes to 20 minutes are used to restrict travel between certain zone pairs in the model. Although the use of K factors may improve model results in the base year, it also forces future model scenarios to be similar to the base year, limiting model sensitivity. The standard textbook

¹ Vision 2030-Sketch Travel Demand Model Adapted from the Baltimore Metropolitan Council Regional Travel Demand Model, Prepared for the Baltimore Regional Partnership by Smart Mobility, Inc., April 2002.

on travel demand modeling is *Modelling Transport* by Ortúzar and Willumsen strongly discourages their use.²

Incremental assignment algorithms will never converge even if the number of fractions is large and the size of the increments is small. Incremental loading techniques suffer from the limitation that once a flow (vehicle) has been assigned to a link it can not be removed and loaded onto another link. In general, too many vehicles are assigned to critical links during the early uncongested iterations, where some of these vehicles would have better choices in an equilibrium assignment.

The 1990 Clean Air Act Amendments (CAA) have placed new emphasis on the outputs of transportation forecasting procedures and their sensitivity to travel reduction or congestion reduction strategies. This in turn has focused more attention on “feedback” in the traditional four-step travel forecasting process to ensure that the methods properly account for congestion that does exist and its impact on travel and location decisions. We have relied on a publication by the Travel Model Improvement Program (TMIP) – a program funded by the EPA and U.S. DOT – entitled *Incorporating Feedback in Travel Forecasting: Methods, Pitfalls, and Common Concerns* dated March 1996. Following the guidelines in the TMIP report, we have implemented distribution feedback using four MSA-EQA iterations. This method averages the travel times from each iteration with the results from previous iterations before input to the trip distribution step, and uses equilibrium assignment.

A second important goal of the Vision 2030 modeling process was sensitivity to land use. Model enhancements that increase the sketch model’s sensitivity to land use include:

- eliminating area type specifications from the trip generation model, and
- developing new logit model of non-motorized trips based on “3 Ds” – density, diversity, and design.

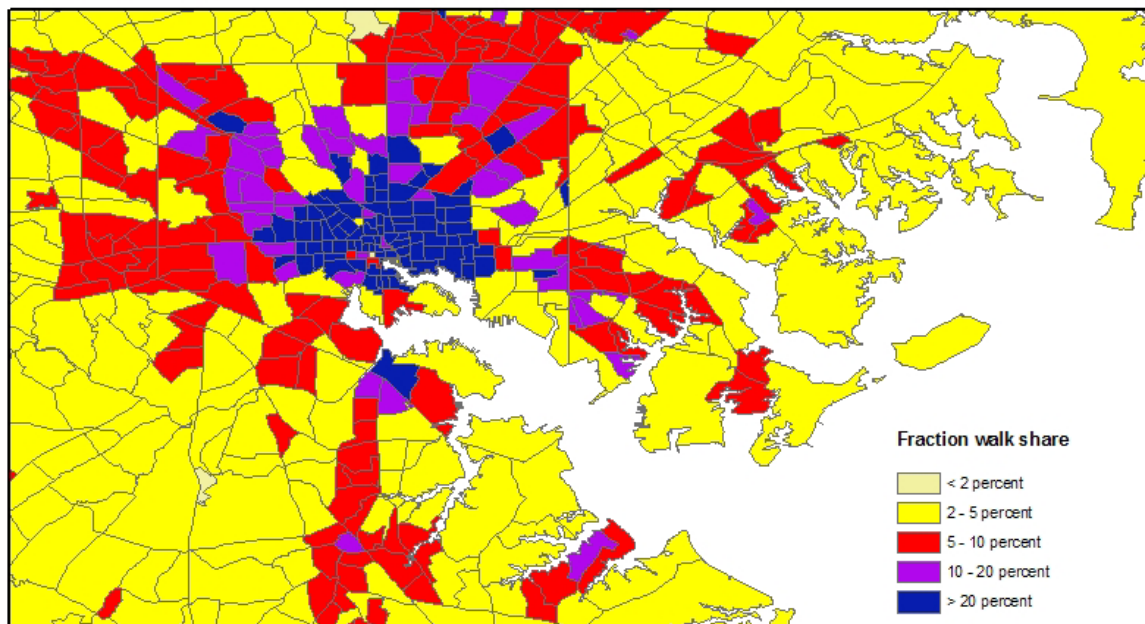
The BMC model relies heavily on defining subareas into the discrete categories: “CBD”, “urban”, “suburban”, and “rural.” Land uses within these different categorizations generate different amounts of traffic. However, these categories are a crude representation of more complex and continuous land use variables.

In the enhanced model, area types were replaced with land use variables using the “3 Ds” approach. The 3Ds – density, diversity, and design, are used extensively in the United States in studies of land use/transportation interactions. Here “density” refers to both residential density and employment density. “Diversity” refers to the balance between jobs and housing. “Design” represents the microscale land use effects. Here, the “design” variable is approximated by the number of intersections per acre (a measure of street connectivity). A comprehensive summary of this 3 D research by Ewing and Cervero was presented at the 2001 Annual Meeting of the Transportation Research Board (*Travel and the Built Environment: Synthesis*).

A set of land use variables were calculated for each 1996 BMC TAZ. The density variables include: households per acre, total employment per acre, and retail employment per acre (used in the shopping and other-based other trip models). The diversity variable is calculated from the density variables as the absolute value of the difference between households per acre and total employment per acre. The design variable was calculated using GIS as the number of intersections per acre in the Census TIGER file.

Given these land use variables, binomial logit models were estimated for each trip type. The figure below shows the estimated percentage of home-based shopping trips made by walk mode given 1996 data. The future percentages vary depending on the land use characteristics of each future scenario.

² Ortúzar, Juan de Dios and Luis G. Willumsen. *Modelling Transport 3rd Edition*, p. 193. New York, NY: John Wiley and Sons, 2001.

Figure 1: Home-Based Shopping Trips – 1996 Walk Share Calculated from 3 Ds

Other model enhancements were made to make the model better fit traffic data and travel survey data. In comparison to the BMC travel demand model, the enhanced model:

- 1) Better matches the correct distribution of vehicles miles of travel (VMT) by functional class,
- 2) Better matches the surveyed trip length distribution, particularly to home-based work trips.
- 3) More realistically models vehicle delay with significant implications for air quality conformity and project need determination.

The enhanced model gives a much more realistic induced travel demand response than does the BMC travel demand model. It is important that induced demand is properly accounted within the Vision 2030 process, so that the benefits of new roadways are not overestimated.

Land Use Allocation for Vision 2030 Scenarios

Land use forecasts for the future models for the Vision 2030 process were developed for use in the travel demand model, with households and employment being the primary measures. Projected growth in households and employment was distributed geographically through the region based on the specific development types for each scenario.

Distribution of Each Development Type

The primary focus of this task was to develop a regional distribution of each of the three development types (conventional, mixed, and redevelopment). Once these were established, preparing the final forecasts was simply a matter of applying the amount of each development type to the distribution among TAZs for that development type.

Table 1 shows how the development types were distributed:

Table 1: Development Types for each Future Model

| | Trend | Roads | Transit | Redevelopment |
|----------------|--------|--------|---------|---------------|
| Conventional | 90% | 75.0% | 25.0% | 20.0% |
| Mixed/Walkable | 5% | 20.0% | 37.5% | 20.0% |
| Redevelopment | 5% | 5.0% | 37.5% | 60.0% |
| TOTAL | 100.0% | 100.0% | 100.0% | 100.0% |

When applied to the total growth in households of 200,793 (1996-2030) were then distributed as follows:

Table 2: New Households for each Future Model by Development Type

| | Trend | Roads | Transit | Redevelopment |
|----------------|---------|---------|---------|---------------|
| Conventional | 180,714 | 150,595 | 50,198 | 40,159 |
| Mixed/Walkable | 10,040 | 40,159 | 75,297 | 40,159 |
| Redevelopment | 10,040 | 10,040 | 75,297 | 120,476 |
| TOTAL | 200,793 | 200,793 | 200,793 | 200,793 |

Regional employment growth was made consistent with regional household growth. Total Employment of 219,266 (1996-2030) was added as follows:

Table 3: New Employment for each Future Model by Development Type

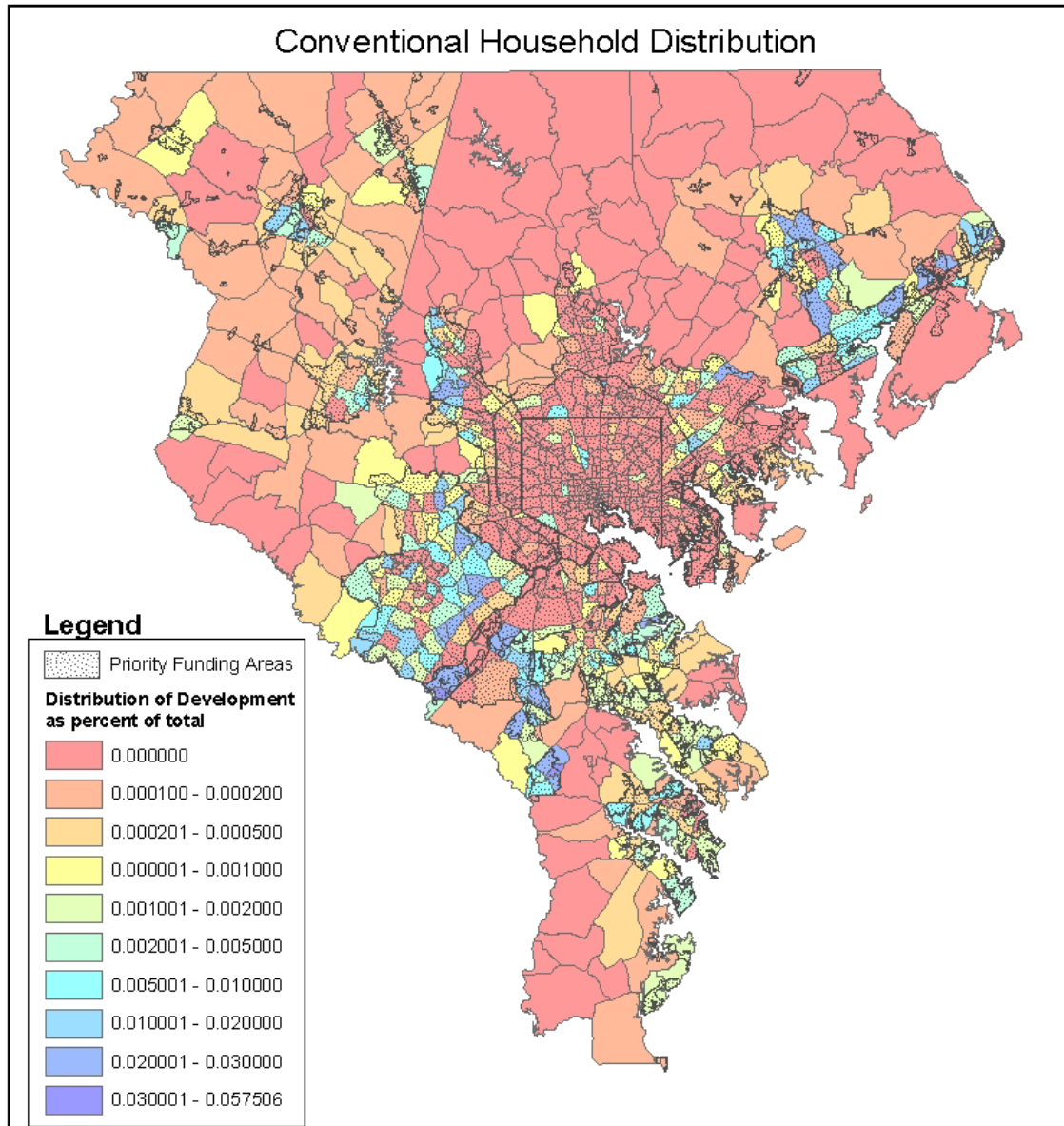
| | Trend | Roads | Transit* | Redevelopment |
|----------------|---------|---------|----------|---------------|
| Conventional | 197,340 | 164,450 | 54,816 | 43,853 |
| Mixed/Walkable | 10,963 | 43,853 | 82,225 | 43,853 |
| Redevelopment | 10,963 | 10,963 | 82,225 | 131,560 |
| | 219,266 | 219,266 | 219,266 | 219,266 |

Conventional Development

For the conventional development, households and employment were allocated separately, largely relying on the BMC's distributions of new households and employment used in their 2025 model. New conventional households were allocated using the BMC's household distribution, with adjustments to allow for more emphasis on redevelopment and/or mixed development types in appropriate areas. To make this adjustment we assumed that only conventional development will occur in areas outside the Priority Funding Areas ("PFAs"). Inside the PFAs, it was assumed that there will be a mix of conventional, mixed and redevelopment. The portion that will be conventional is based on the land availability in each TAZ remaining after the mixed development is assigned.

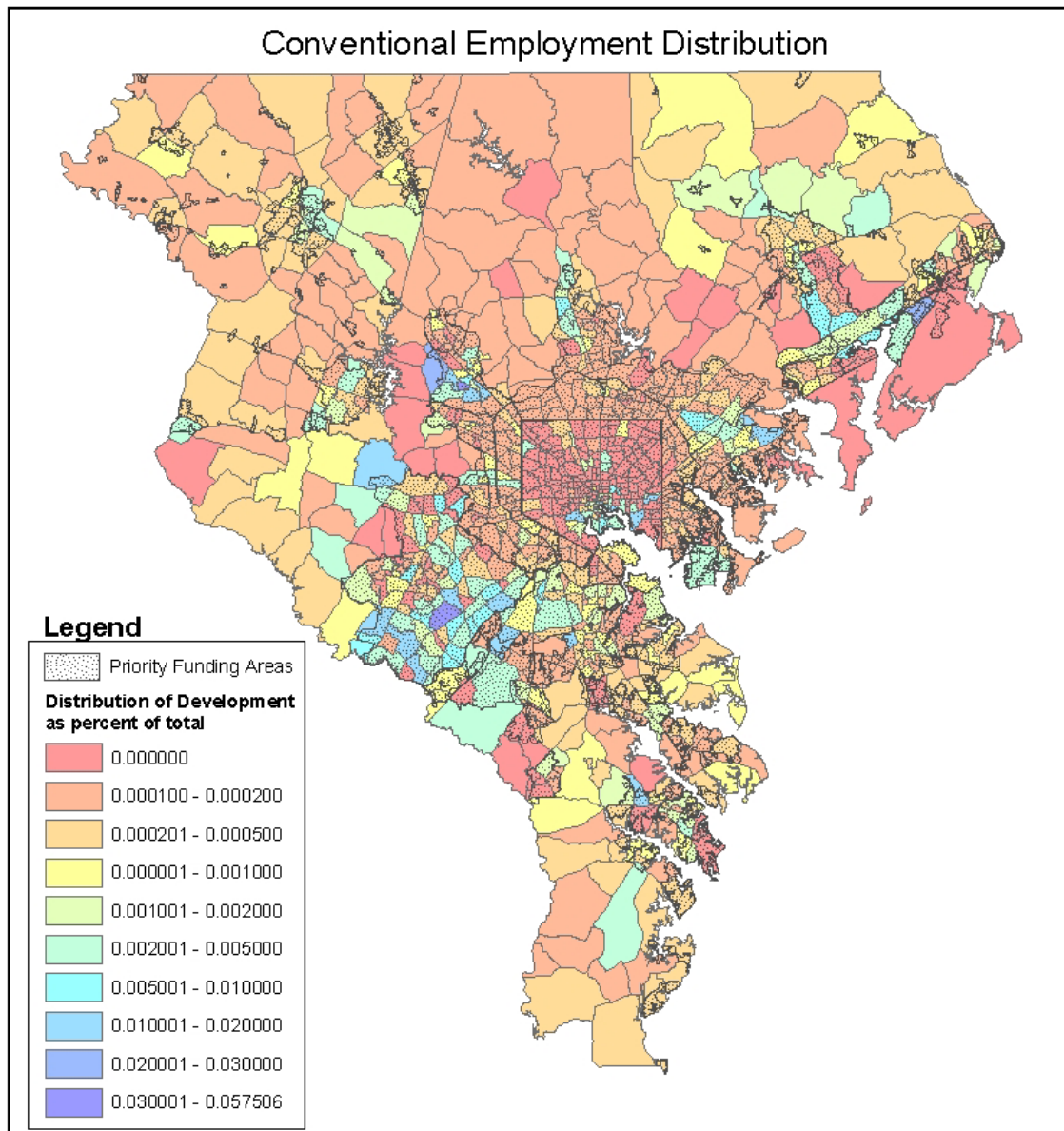
Figure 2 shows the resulting conventional household distribution. There was ample greenfield land capacity to accommodate the development projected for all scenarios. The PFA areas are shown as an overlay, showing that there is conventional development both within and outside PFA areas.

Figure 2: Conventional Household Distribution



Employment for conventional development was allocated based on the distribution used by the BMC. Figure 3 shows the employment distribution for the conventional development type.

Figure 3: Conventional Employment Distribution

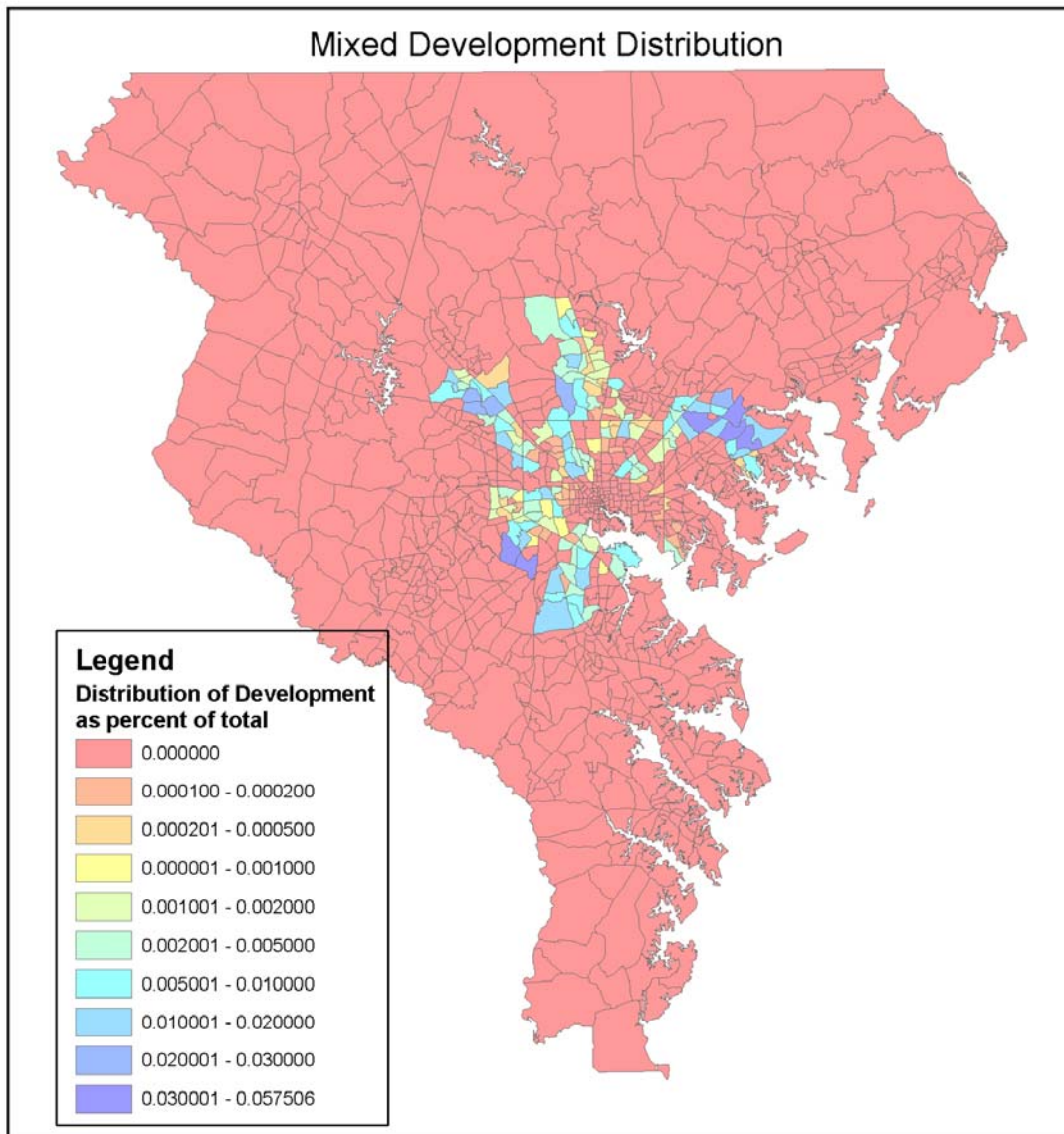


Mixed Development

This type of development was directed towards TAZs that were within $\frac{1}{2}$ mile of a light rail transit line, and had adequate greenfield capacity to accommodate this development. Development was allocated only to areas within a PFA.. For the Mass Transit future scenario, greenfield capacity within $\frac{1}{2}$ mile of the light rail stops was not sufficient. The greenfield capacity for zones within $\frac{1}{2}$ mile of transit was about 62,300 households, and the total allocation of mixed development for the Mass Transit future

scenario was over 75,000. We allowed the development to occur to full capacity of 62,300 for the TAZs within ½ mile, and then distributed the remaining 13,000 households (and employment) for the mixed development to zones that were outside ½ mile but within 1 mile. Figure 4 shows the distribution of mixed development, used for both households and employment.

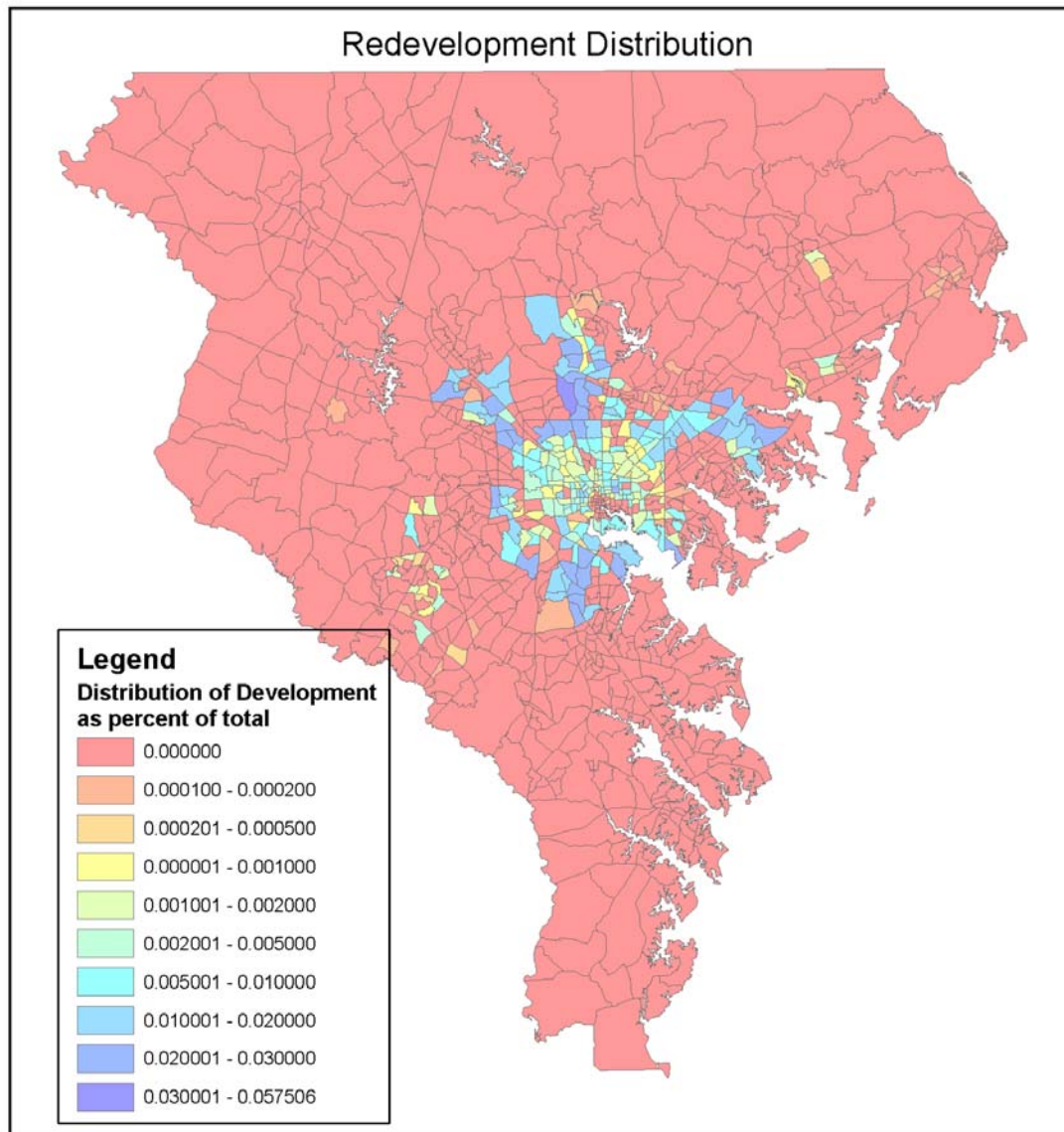
Figure 4: Mixed Development Distribution



Redevelopment

To distribute the redevelopment portion of growth, a number of factors were considered for each TAZ, including the projected loss of households assumed by the BMC. In the BMC forecasts, many urban TAZ's were shown to lose households, so this was used as an indicator of likely vacant urban land for redevelopment. Additionally, US Census data on vacant households was used to identify TAZs with potential for redevelopment. Redevelopment growth was distributed to areas within PFA, but transit access was not specifically a consideration. We combined and weighted these factors to come up with a capacity for redevelopment. The resulting distribution is shown in Figure 5.

Figure 5: Redevelopment Distribution



Final Land Use Allocation

The final land use allocation for each scenario for households is shown in Figures 6 through 9, for Trend, Roads, Transit and Redevelopment Models respectively.

Figure 6: Trend Model Development Distribution

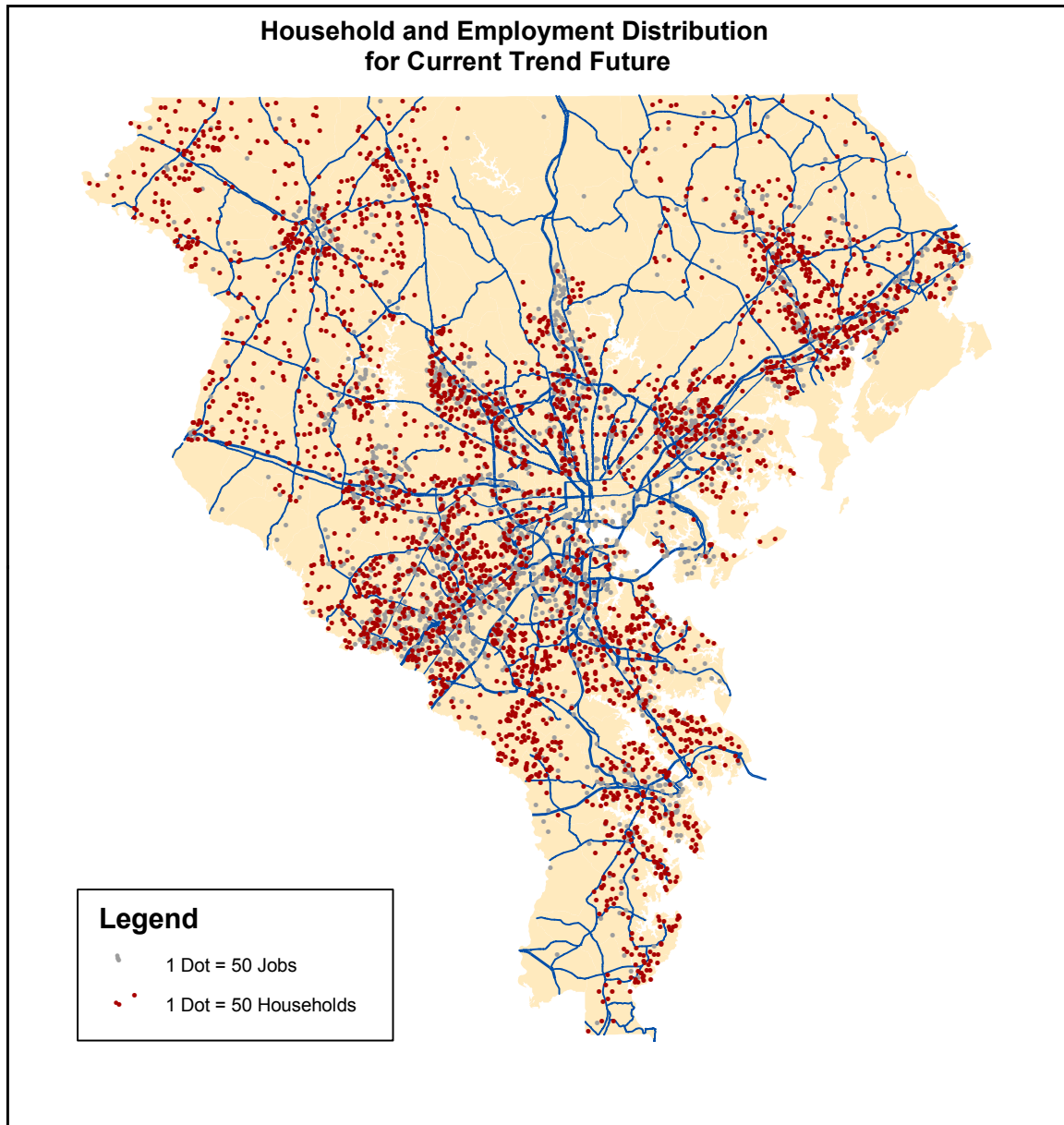


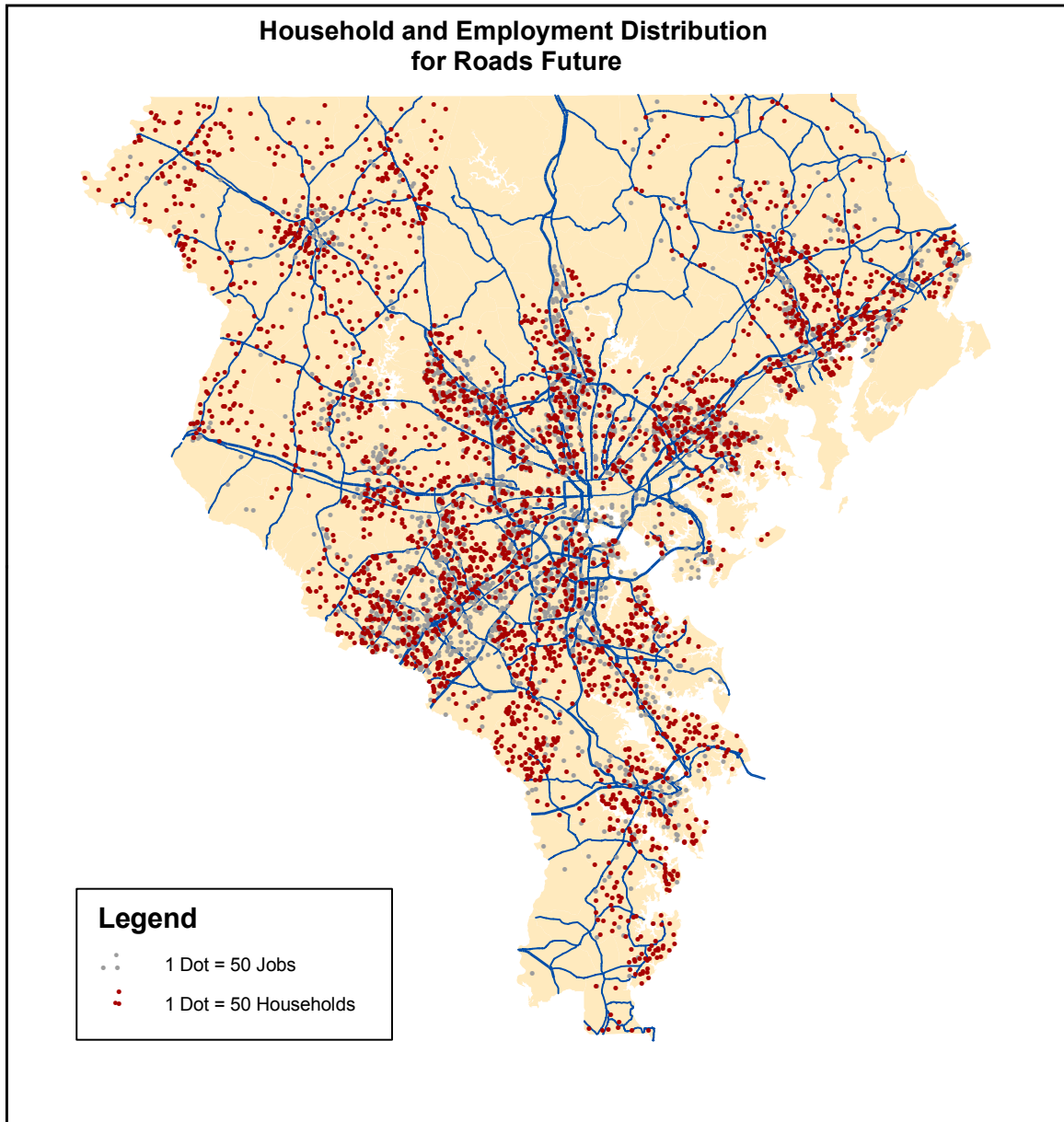
Figure 7: Roads Model Development Distribution

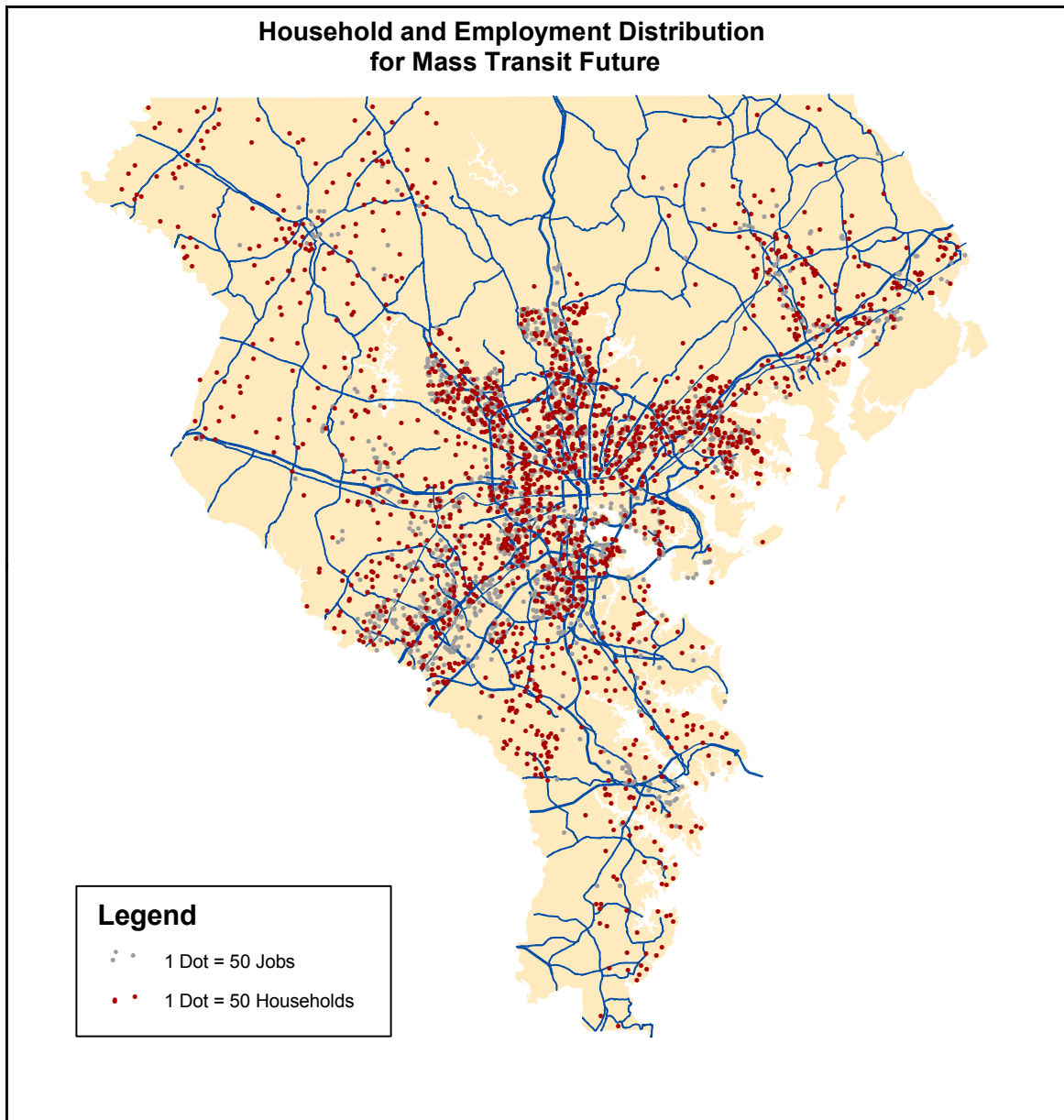
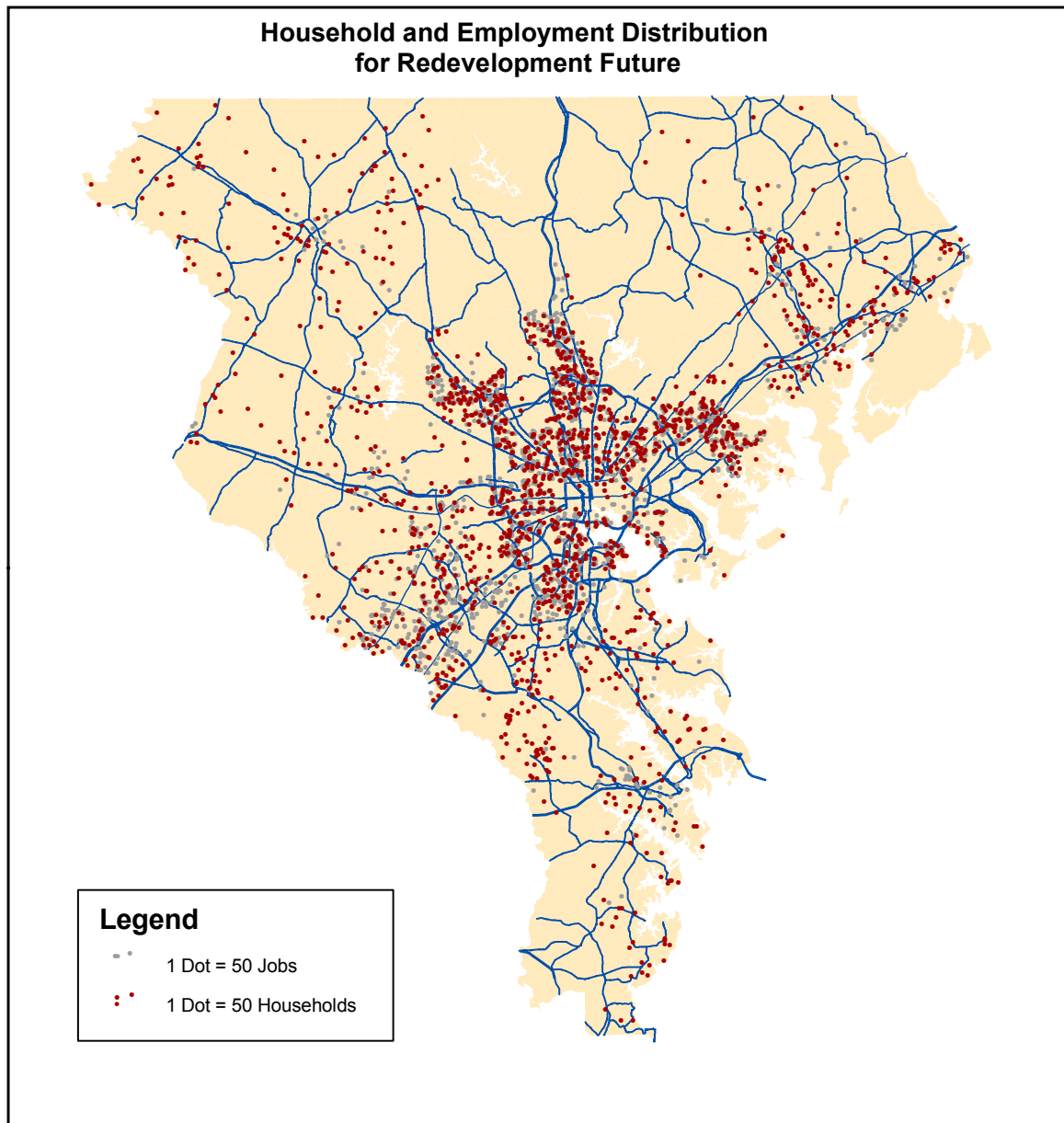
Figure 8: Mass Transit Model Development Distribution

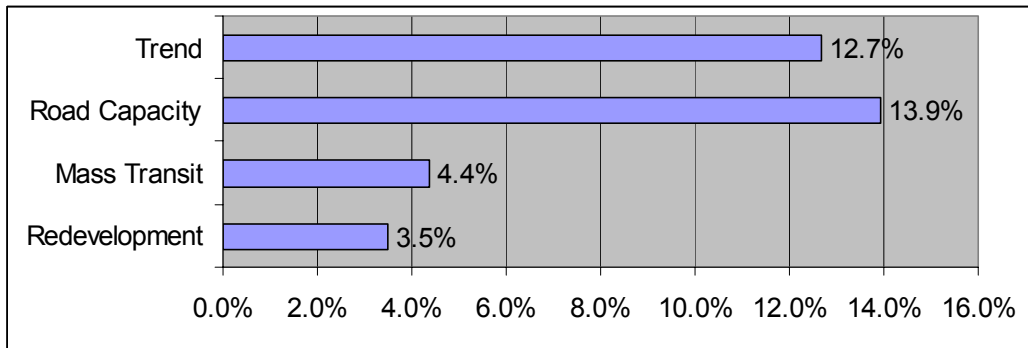
Figure 9: Redevelopment Model Development Distribution

Model Results

Performance measures calculated for each scenario include: vehicle miles traveled, gasoline consumption, vehicle hours of travel, walking trips, and transit trips. There are large differences in the results for the different scenarios.

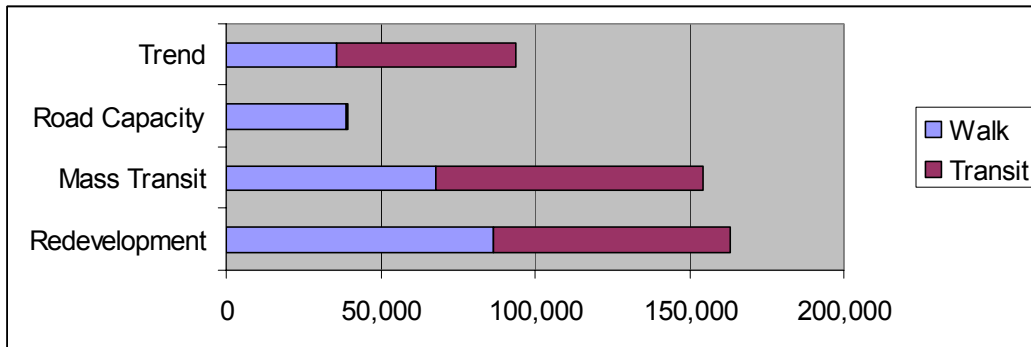
The current trends and road capacity scenarios cause an increase in vehicle miles of travel and gasoline consumption that is three to four times as great as for the mass transit and redevelopment scenarios (Figure 10).

Figure 10: Change in Regional Vehicle Miles Traveled (VMT) 2000-2030



Part of the reason for this difference is the greater number of walk and transit trips in the mass transit and redevelopment scenarios (Figure 11). In addition, the driving trips are shorter, on average, in these scenarios due to a less dispersed land use pattern.

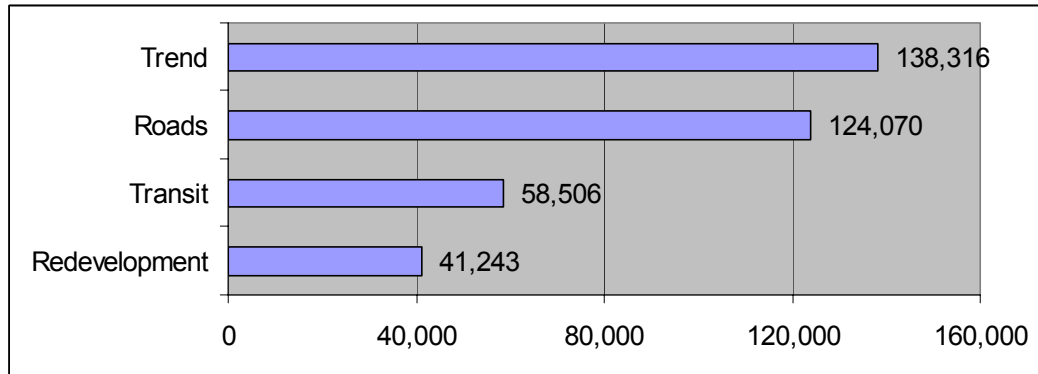
Figure 11: Change in Regional Non-Auto Trips 2000 - 2030



The redevelopment scenario performs particularly well, because the Baltimore region has a great potential for redevelopment in areas close to the region's core. It is striking that the redevelopment scenario has higher transit ridership than the mass transit scenario. In general, it is more efficient to locate housing and jobs near the existing transit service than to extend transit into new suburbs.

The redevelopment and mass transit scenarios consume much less land than the business-as-usual and road capacity scenarios (Figure 12). However, even the road capacity scenario is forecast to consume less land than the business-as-usual (trend) scenario, because the implementation of Maryland's Smart Growth and Neighborhood Conservation program is encouraging more compact development patterns.

Figure 12: Acres of Greenfield Consumed 2000-2030



Appendix 8: Regional Public Meetings

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING

JANUARY 2003

Summary of Results of Regional Public Meetings

Introduction to Regional Public Meetings

In April and May 2002, 17 Regional Public Meetings were held as part of Vision 2030. Presentations were made, questionnaires administered, and small group idea gathering sessions were conducted. A brief overview of the output of these meetings is summarized below.

Results of Choices for the Future Questionnaire

The Choices for the Future Questionnaire presented a number of quality of life and transportation indicators related to the four different prototypical development scenarios that were developed as part of the Vision 2030 process. The four scenarios are Current Trends and Plans, Emphasis on Road Capacity, Emphasis on Mass Transit, and Emphasis on Redevelopment.

Participants were first asked to select the scenario that they preferred according to the effect each had on each indicator. For example, the indicator “acres of new land consumed by development from the year 2000 to the year 2030” had a range of 41,242 acres to 138,316 acres, depending on the scenario. There were 10 indicators in all. Participants then ranked the indicators on a scale from one to four. No two indicators would receive the same rank.

Outlined below is a summary of the participants’ responses to the questionnaire.

Quality of Life

- Respondents indicate a desire to consume less land to accommodate future growth in the region. Eighty-seven percent of participants preferred the Redevelopment (47%) and Emphasis on Mass Transit (40%) scenarios, which would consume less than half the amount of land to accommodate future development as opposed to the other two scenarios.
- Ninety-one percent of respondents want to see new neighborhoods that provide choice of housing types and a range of prices.
- Respondents overwhelmingly support a reduction in air pollution (95%) as well as the best possible water quality (72%).
- Out of the four Quality of Life indicators, respondents ranked land consumption as the most important issue. Their ranking revealed the respondents were basically equally concerned about air pollution and water quality in the Chesapeake Bay. The least important of the four indicators was the percentage of new neighborhoods that provide choice of housing types and a range of prices.

Transportation

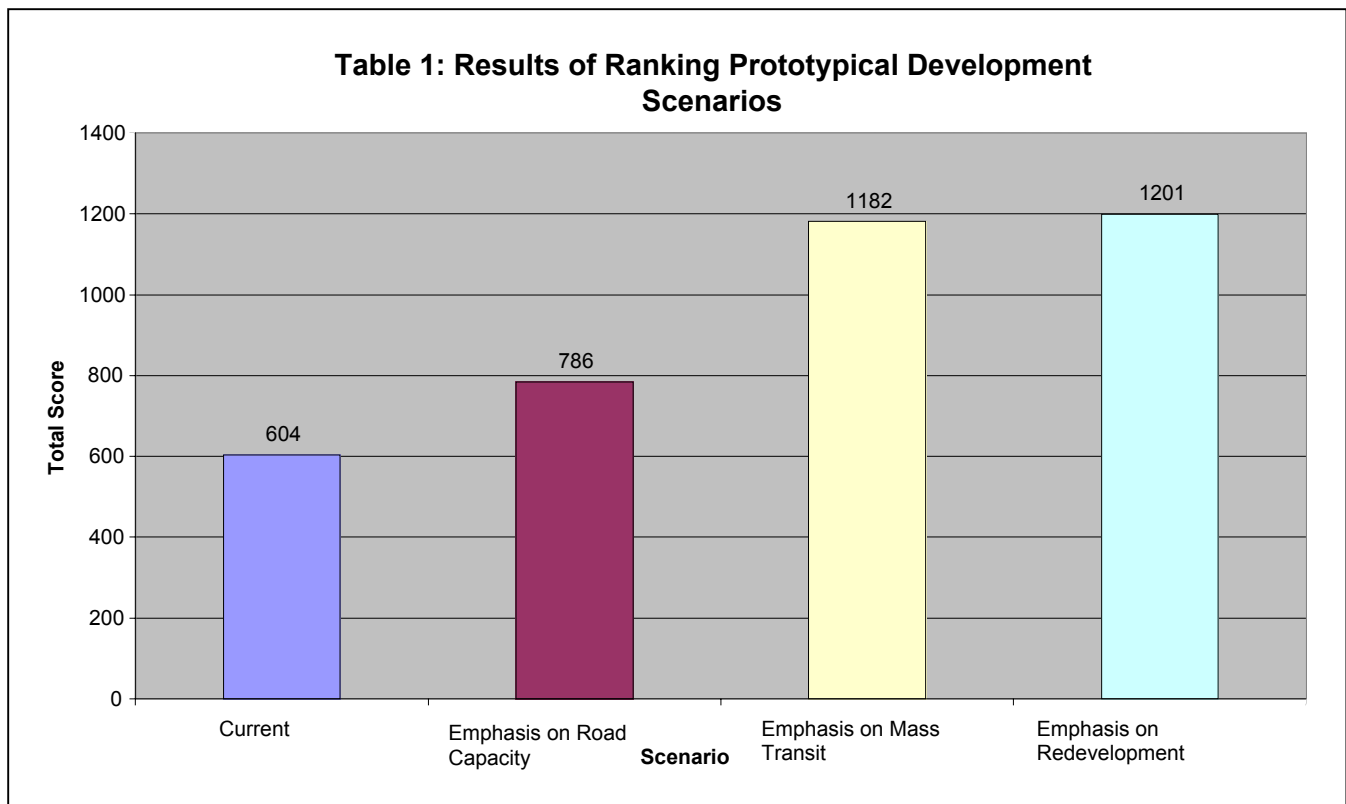
The vast majority of participants expressed a preference for the Emphasis on Mass Transit and Redevelopment Scenarios because of their effects on transportation indicators. The respondents prefer these two scenarios because they want to:

- Spend less time in their automobiles (91%),
- Consume less gasoline (91%),
- New households that can walk to a rail or bus stop (83%),
- New jobs accessible to transit (83%),
- Increase walking trips (82%), and
- Increase trips by bus and rail (85%).

The participants also ranked these transportation indicators by their level of importance. The most important indicator was the percentage of new jobs accessible by transit followed by the percentage of new households within walking distance to a rail or bus stop. Participants expressed the least important indicator was the additional amount of time spent in automobiles.

Ranking

At the end of the questionnaire, participants were asked to rank each of the scenarios according to level of preference. The results of the ranking correlate to the results to the Quality of Life and Transportation Indicators. The most preferred scenario is Emphasis on Redevelopment. Emphasis on Mass Transit is the second most preferred scenario. Current Trends and Emphasis on Road Capacity were the least preferred of the scenarios (see Table 1).



Results of the Values Questionnaire

The Values Questionnaire presented the work of the four subcommittees on Livable Communities, Economic Development, Environment, and Government and Public Policy. The statements of values represent fundamental and basic outcomes that the subcommittees want to see addressed by Vision 2030. Participants were asked to indicate their level of agreement or disagreement to the statements. An overwhelming majority agreed with all of the 17 value statements – in all cases over 80 percent of respondents agreed with the value statement.

Ninety-five percent and more agreed or strongly agreed with the following value statements:

- Opportunities for quality education at all levels, from early childhood to life-long learning, should be available to all our people (98%).
- The region should have a highly trained, educated and flexible workforce (97%).

- Each person should have reasonable and safe access from home to a job that pays a family-supporting wage with benefits, to educational and retail facilities, to open space and recreation, to quality medical care, and to personal and social services (96%).
- The region should have strong public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality (95%).
- The region should strive for a mixed base of land use that includes agriculture, open spaces, forests, small towns (95%).
- There should be strong public policy mechanisms that balance environmental protection, manage future growth and redevelopment and generate economic vitality (95%).

Ninety to 94 percent agreed or strongly agreed with the following value statements:

- The region should have a vibrant, dynamic and economically and culturally strong core (94%).
- The region should achieve universal mobility through a comprehensive, multi-modal transportation system (92%).
- All people should be involved members of their communities, actively participating in the civic process to make well-informed and just decisions and to choose leaders who responsibly consider the needs and desires of all the people of our region (90%).
- Vision 2030 should develop a clear definition of regionalism and of the specific areas where regional solutions have a role (90%).

Eighty to 84 percent agreed or strongly agreed with the following value statements:

- The region should have stronger integration of local and regional decision-making (including inter-jurisdictional cooperation) (89%).
- Communities in all jurisdictions of the region should include housing opportunities for all people that maximize diversity of racial, social and economic backgrounds and minimize segregation or concentration of population by race or class (88%).
- Vision 2030 should identify equitable implementation mechanisms, policies and funding priorities for its goals (88%).
- The region should have a common environmental ethic (87%).
- There should be increased public awareness, understanding and buy-in of regionalism (86%).
- Implementing the vision over the next 30 years should require substantial changes in the way we make regional decisions (86%).
- There should be more diverse involvement in regional decision-making by communities, non-profit organizations and businesses (84%).

Demographic Survey Results

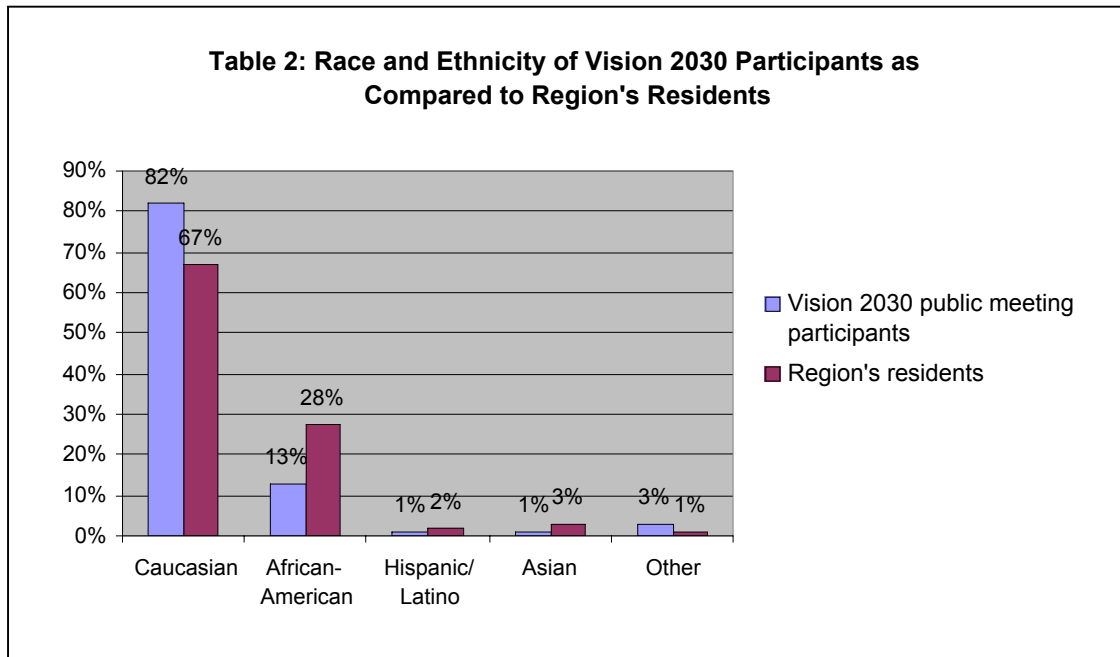
Meeting participants were also asked to complete a demographic survey. In most cases the information was compared to the region's population according to data from Census 2000.

In general, public meeting participants were older, better educated and had higher incomes than the region's population as a whole. A higher share of Caucasians participated in the meetings than live in the region, and a lower share of African Americans. The geographic distribution of participants' place of residence and place of work was very close to the distribution of population across the region.

When asked about whether the quality of life in the region had gotten better, worse or stayed the same, 51% answered that, in their opinion, it had gotten worse. Twenty seven percent believed it had stayed the same, and 22% believed it had improved.

Race and Ethnicity

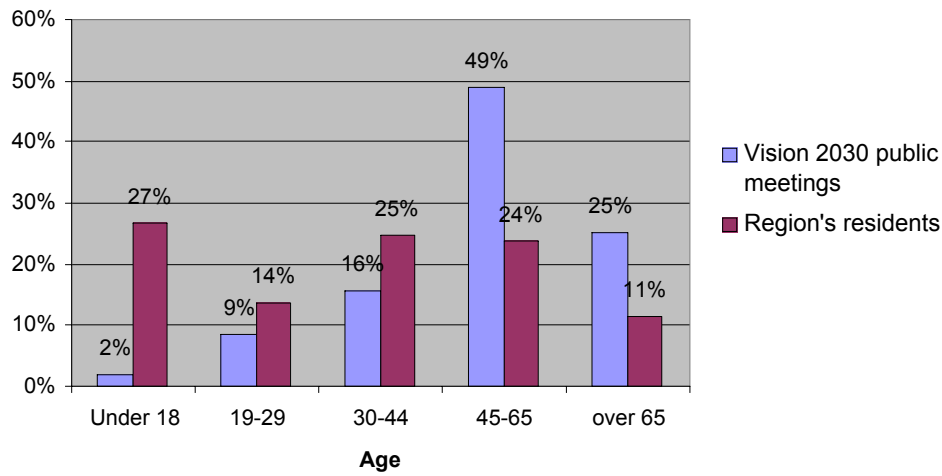
As shown in Table 2 below, the percentage of Caucasians that participated in the public meetings was greater than the percentage of Caucasians in the region, and the percentage of African Americans who participated was lower than the percentage of African Americans in the region. Eighty-two percent of the public meeting participants were Caucasian, compared to 67% of the region's population. Thirteen percent of the meeting participants were African American, compared with 28% of the region's population. One percent of the participants were Hispanic, compared to 2% of the region, and 1% were Asian, compared to 3% of the region.



Age

As shown in Table 3 below, the majority (49%) of the Vision 2030 meeting participants were in the 45-65 age group, while 24% of the region's residents belong to that cohort. A greater percentage of seniors also came out to the meetings than live in the region. Twenty five percent of the meeting's participants were over 65 years old, compared to 11% of the region's residents. A much smaller percentage of youth attended the meetings than live in the region. Only 2% of the participants at the meetings were under 18, while 27% of the region is in that age group. Vision 2030 came fairly close to capturing a share of 19-29 and 30-44 year olds similar to the region's share of residents in those age categories. Nine percent of the public meeting participants are age 19-29, compared to 14% of region's residents, and 16% of the public meeting participants are 30-44 compared with 25% of the region's residents.

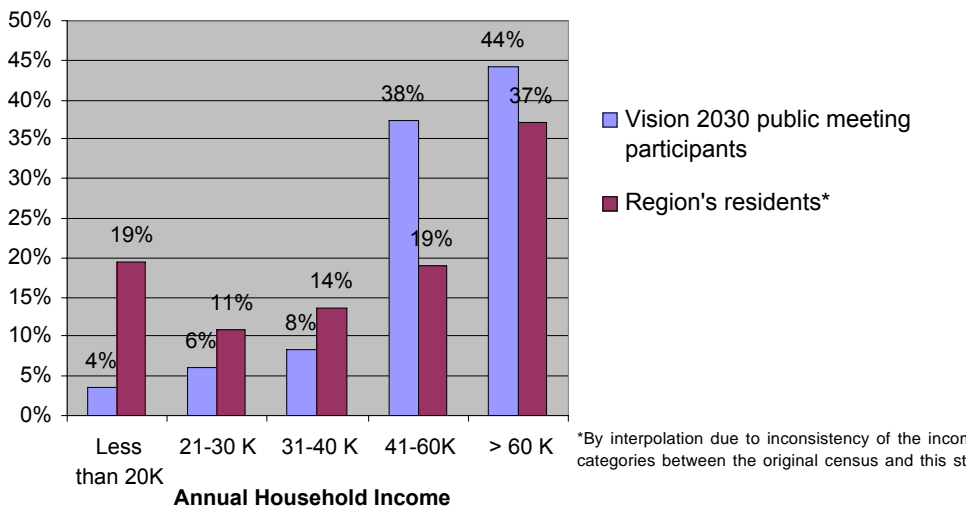
Table 3: Age of Vision 2030 Public Meeting Participants as Compared to Region's Residents



Income

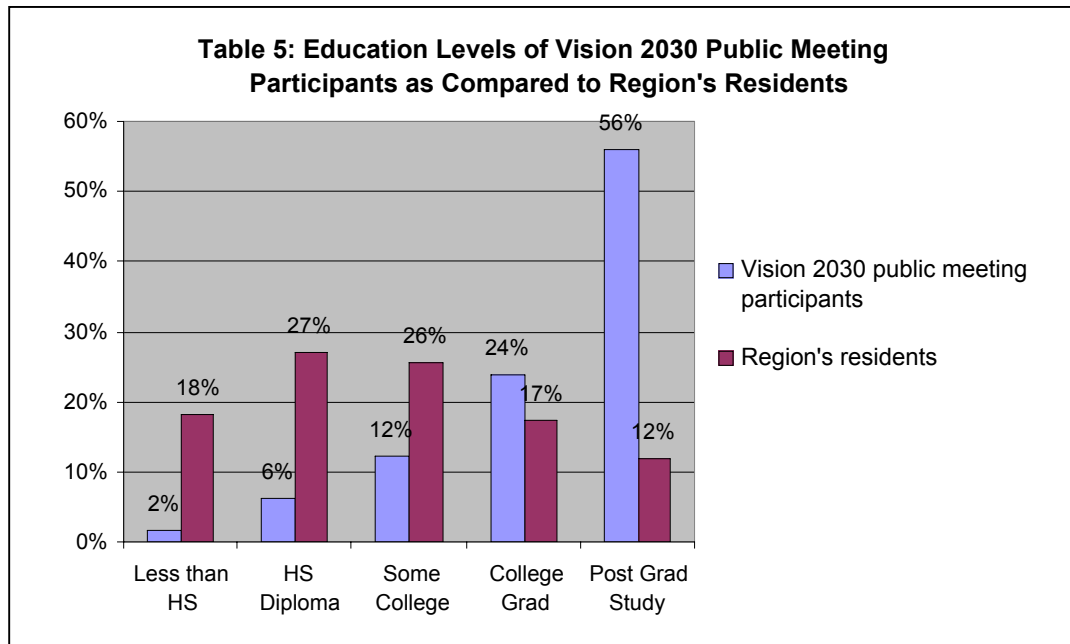
As shown in Table 4 below, far more public meeting participants had an annual household income of \$41,000 or more than the region's population as a whole. Eighty two percent of the public meeting participants had incomes of \$41,000 or more, and 44% had incomes over \$60,000. In comparison, 56% of the region's residents have incomes over \$41,000 and 37% have incomes over \$60,000 per year. Only 4% of the public meeting participants had incomes under \$20,000 per year, while 19% of the region's residents have household incomes that fall into that bracket.

Table 4: Annual Household Income of Public Meeting Participants as Compared to Region's Residents



Education

As shown in Table 5, Vision 2030 public meeting participants had higher educational attainment levels than the region as a whole. Eighty percent of the meeting participants held college degrees or higher, compared to 29% of the region's population. Fifty-six percent had some level of post-graduate study, compared with only 12% of the regions' residents. Only eight percent of the meeting participants had a high school education or less, compared with 45% of the region's population.



Place of residence and place of work

As shown in Tables 6 and 7 below, the place of residence and the place of work of the public meeting participants closely mirrors the geographic distribution of the region's residents. This is especially the case with place of residence. The same percentage of participants came from Harford and Howard Counties as live in those counties, with 17% from Harford and 10% from Howard. A lower percentage of Anne Arundel County residents came to the meetings than live there – 11% of participants versus 19% of the region's population. A higher percentage of Carroll County residents participated than live there (14% and 6%, respectively). Representation from Baltimore City and County was very close to the percentage of the region's residents that live in those counties.

The geographic distribution of meeting participants' place of work was similar to the region's population workplace distribution, with slightly higher percentage of meeting participants than region's residents working in Baltimore City and Carroll and Harford Counties. A slightly lower percentage of meeting participants worked in Anne Arundel, Baltimore and Howard Counties than do in the region as a whole.

The Census data for Anne Arundel included the data for the City Annapolis; therefore, responses from participants who worked and lived in Annapolis is combined with the Anne Arundel data.

Table 6: Place of Residence of Public Meeting Participants as Compared to the Region's Population

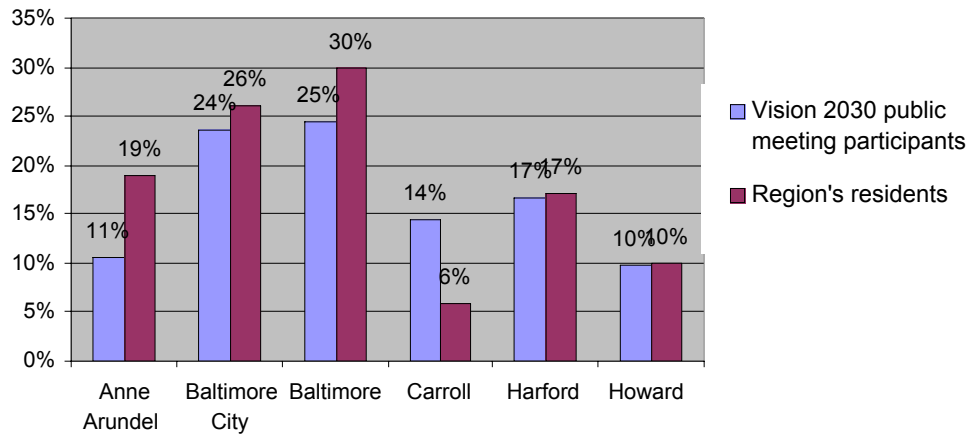
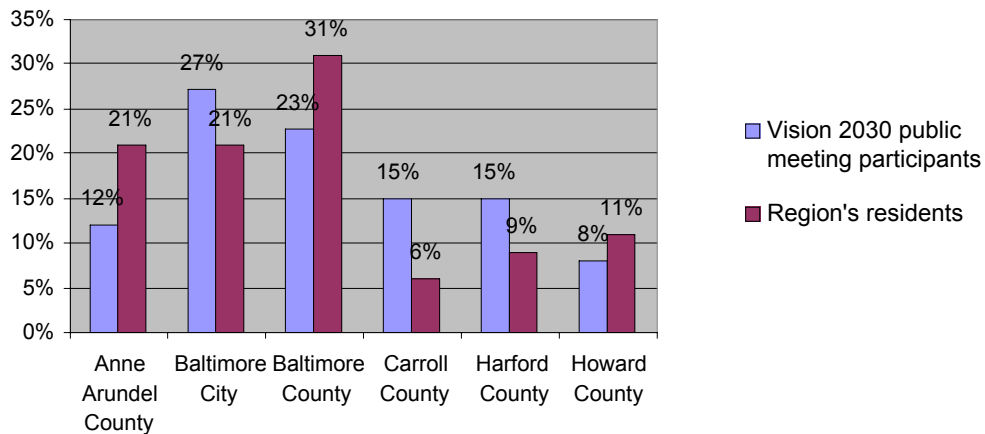
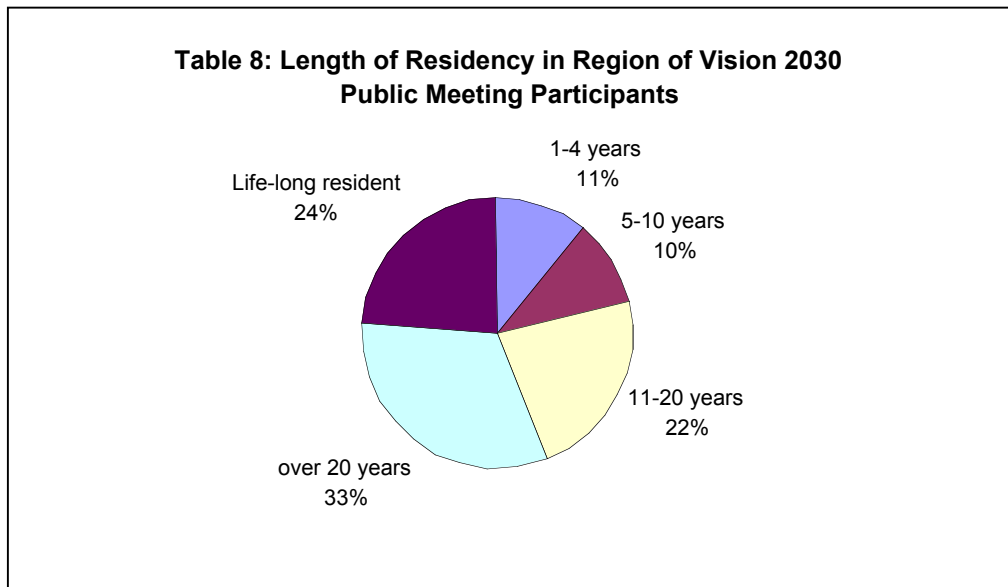


Table 7: Place of Work of Vision 2030 Public Meeting Participants as Compared to Region's Population



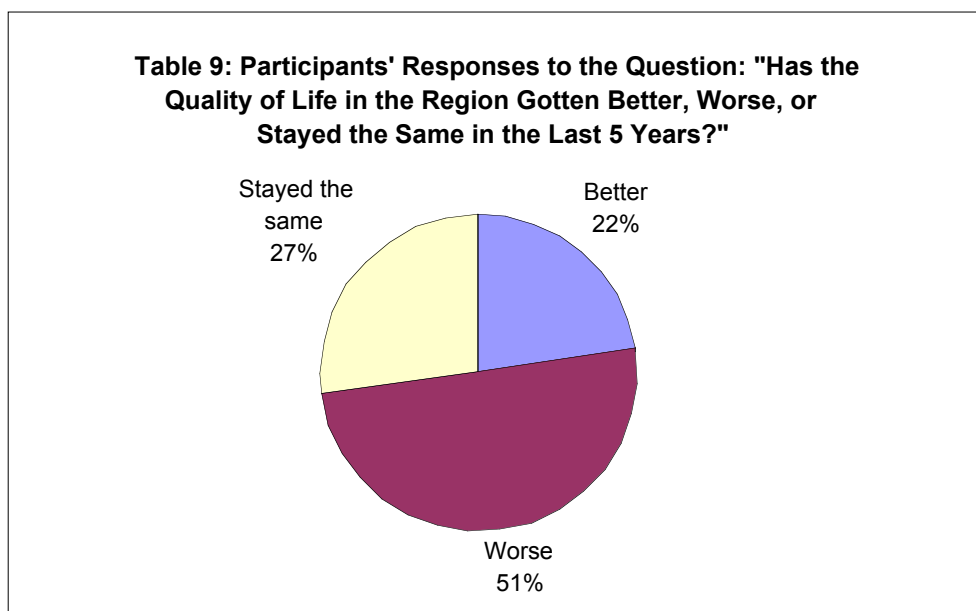
Length of residency in the region

As shown in Table 8, 33% of meeting participants lived in the region for over 20 years, while 24% were life-long residents. Twenty-one percent had lived in the region for less than 10 years and 22% lived in the region 11-20 years. Census data is not available for comparison.



Quality of Life

Finally, meeting participants were asked to state, in their opinion, whether the quality of life in the Baltimore Region had gotten better, worse or stayed the same in the last five years. As shown in Table 9, a majority of the participants believed that the quality of life had gotten worse. Twenty-two percent believed that it had gotten better, and 27% believed it had stayed the same.



Appendix 9: Strategic Plans and Benchmarks

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING

JANUARY 2003

Vision 2030 Strategic Plan and Benchmarks

Cultural and Recreation

Vision

A region with extensive cultural and recreational opportunities that benefit residents across the region through coordination of new and existing resources as well as comprehensive, synergistic planning of libraries, local activity centers, regional education facilities, transportation opportunities, and recreation and cultural activities.

Strategies (All strategies were considered together.)

1. Conduct ongoing review of all existing resources and funding for culture and recreation activities and facilities by convening interested parties with the political and financial support of government.
2. Create an ideal model for culture and recreation in the region using the information and community input collected during the review and develop a prioritized plan for implementation.
3. Ensure future transportation funding to improve accessibility of culture and recreation facilities.
4. Maintain community support for implementing the vision by promoting effective outreach and communication through religious institutions, community organizations, media, and government.

All Strategies

1. Write your strategy in full:

1. Conduct ongoing review of all existing resources and funding for culture and recreation activities and facilities by convening interested parties with the political and financial support of government.
2. Create an ideal model for culture and recreation in the region using the information and community input collected during the review and develop a prioritized plan for implementation.
3. Ensure future transportation funding to improve accessibility of culture and recreation facilities.
4. Maintain community support for implementing the vision by promoting effective outreach and communication through religious institutions, community organizations, media, and government.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Identify interested parties
- Develop and analyze data
- Examine funding (amount and source)
- Create ideal model
- Overlay transportation and funding
- Establish and maintain communication

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Cuba

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Elected officials – Mayor, ongoing commitment from top (governor) down.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | Organize interested parties, do numbers. |
| 2005 | Develop model. |
| 2010 | Overlay transportation and funding; communicate. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to these strategies?

If elected officials want to respond to the wants and needs of constituents in the most efficient and cost effective manner using the buy-in of all interested parties.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

- Measure progress toward goals.
- Identify impediments to progress.
- Assist in developing community participation.

Vision 2030 Strategic Plan and Benchmarks

Economic Development

Vision

An economically strong region that attracts and retains a wide range of accessible, well-paying and career advancement employment opportunities for persons of all skill levels; attracts businesses of all sizes that balance economic needs with environmental responsibility; promotes economic development through public/private partnerships that recognize and build upon multimodal transportation infrastructure which is arguably unparalleled in the Nation, i.e. presence and connectivity of major airport, seaport, rail and highway network; and, implements a workforce development system to ensure job readiness and employment opportunities for residents of the region.

Strategies

1. Establish a regional group comprised of private and public sector workforce development interests, economic development organizations, chambers of commerce, employer representatives, and educational institutions to design and implement a regional workforce development system to develop a quality workforce, teach vital skills, and instill a strong work ethic.
2. Create a business-friendly climate through a combination of tax credits and incentives.
3. Create and use fully public/private partnerships to attract, support and retain new and existing businesses. Be very creative in attracting new growth businesses tied to goods and services with growing demand and creation of good paying jobs.
4. Support start up and recently established businesses by providing some education and information services that help “sharpen” business operations to promote their success.
5. Create effective mobility programs for improved job access and transportation of goods.
6. Promote environmental sensitivity and responsibility among new and existing businesses.
7. Develop and implement State and regional economic development marketing plans containing strategies emphasizing the transportation infrastructure advantages of Metropolitan Baltimore with special attention paid to the movement of products via all modes and/or a combination of modes.
8. Support efforts for commercial and industrial rehabilitation/revitalization, most specifically in and around The Port of Baltimore in order to more fully exploit the economic benefits of this major regional asset.

Strategy #1

1. Write your strategy in full:

Establish a regional group comprised of private and public sector workforce development interests, economic development organizations, chambers of commerce, employer representatives, and educational institutions to design and implement a regional workforce development system to develop a quality workforce, teach vital skills, and instill a strong work ethic.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- School system teaches what it means to go to work.

- Assist in developing job readiness training and retraining and identify what job opportunities there are.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Need for coordination between GBA and GBC.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Vision 2030 entity set up a Development Committee.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2004 | Develop a regional coordinating committee to address workforce development matters. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

NFIB (National Federation of Independent Businesses).

7. Why should we commit to this strategy?

If we don't do residents will not find jobs.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes.

Strategy #2

1. Write your strategy in full:

Create a business-friendly climate through a combination of tax credits and incentives.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Regional coordination of business development.
- Rationalize permitting and zoning process.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- GBA.
- Maryland Department of Business and Economic Development.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|-----------------------|
| 2003 | Convene GBA and MBAD. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Jeff Finkle at IEDC (also see strategy 3).

7. Why should we commit to this strategy?

Incentives are an important part of retaining existing businesses and attracting new businesses to the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

To convene parties.

Strategy #3

1. Write your strategy in full:

Create and use fully public/private partnerships to attract, support and retain new and existing businesses. Be very creative in attracting new growth businesses tied to goods and services with growing demand and creation of good paying jobs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Convene organizations such as GBC, GBA, BWI Business Partners and others to:

1. Form a regional fast respond teams to address business retention and recruiting issues; and
2. Other economic development policy matters.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

GBC, BWI Business Partners and GBA.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Greater Baltimore Alliance should be included as a participant in developing public/private partnerships.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---------------------|
| 2003 | SWAT team in place. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

State of Pennsylvania SWAT Team.

7. Why should we commit to this strategy?

Creating public/private partnerships strengthens the region's ability to provide support and create a business friendly environment which is important to attracting new businesses.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes.

Strategy #4

1. Write your strategy in full:

Support start up and recently established businesses by providing some education and information services that help "sharpen" business operations to promote their success.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Start up business education and counseling.
- Convene state network of Small Business Development Centers (US Small Business Administration).
- Set up counseling programs and group seminars for small business start up.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Small Business Development Center, Chamber of Commerce, Economic Development.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Small Business Development Center.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|-------------------------------|
| 2004 | Counseling programs in place. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

A regional effort to support start-up and recently established businesses not only demonstrates continued support for businesses but assures that they are equipped to deal with arising business issues and continue to be successful.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Convene the groups.

Strategy #5**1. Write your strategy in full:**

Create effective mobility programs related to job access and transportation of goods.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop a regional access to jobs program.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Career caravan (MTA bus, etc) and Baltimore City and counties.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---------------------------------------|
| 2005 | Sustain current levels of. |
| 2005/2010 | Increase to extend to rest of region. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Howard Career Caravan, reverse commuting.

7. Why should we commit to this strategy?

The movement of businesses to suburban locations in the region has, for some businesses, created a mismatch between where people live and where the available jobs are located. In many cases the only solution to matching jobs with people is to provide a transportation system capable of fulfilling different employment needs and the movement of goods in the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

No.

Strategy #6

1. Write your strategy in full:

Promote environmental sensitivity and responsibility among new and existing businesses.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop a model Business Environmental Program to assist businesses in understanding intent and requirements of various federal, state and local environmental regulations.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

GBC in concert with the Maryland Department of Environment, private sector representatives, local economic development agencies and environmental regulating agencies at the local government level should work cooperatively in the development of a business environmental program.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | Development of model Business Environmental Program. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Environmental issues are of paramount concern for businesses in the region and can create uncertainties that cannot be measured by the business community. Any uncertainty in operating a business under these conditions will create economic/social challenges for businesses.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can serve to promote a consensus between interested parties on approaches and solutions to environmental issues.

Strategy #7

1. Write your strategy in full:

Develop and implement State and regional economic development marketing plans containing strategies emphasizing the transportation infrastructure advantages of Metropolitan Baltimore with special attention paid to the movement of products via all modes and/or a combination of modes.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop a Baltimore Regional Marketing plan which brings together the values of combining together to market the merits of the entire region.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- GBC/GBA.
- State Department of Business and Economic Development.
- Local economic development organizations.
- Private sector businesses/organizations.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

State Department of Business and Economic Development.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Development of a Baltimore Region Marketing plan. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

There are significant programs throughout the United States, but not specifically addressed, solely, to marketing.

7. Why should we commit to this strategy?

A regional approach is necessary to convey to the “market” the value and opportunities available in the entire region instead of relying on individual marketing plans to collectively interest economic development prospects.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee should provide the overall coordination of related activities in implementation of this strategy. Since there are multiple players in marketing the region, the Committee is the only entity capable of regional coordination on vision implementation.

Strategy #8

1. Write your strategy in full:

Support efforts for commercial and industrial rehabilitation/revitalization, most specifically in and around The Port of Baltimore in order to more fully exploit the economic benefits of this major regional asset.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Utilize the Maryland Department of Transportation Port Land Use Development Study as a starting point to develop a rehabilitation/revitalization plan and promotion program for new land use opportunities in and around The Port of Baltimore.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Maryland Port Administration.
- Maryland Department of Transportation.
- Baltimore Development Corporation.
- Local economic development agencies.
- Private shipping interests in the region.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Maryland Port Administration.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2005 | Develop a Future Land Use Opportunities plan for The Port Of Baltimore. |
| 2006 | Develop a promotion program to market new land use opportunities which support revitalization, reuse, and rehabilitation in all areas of the port. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

There must be a concerted effort to market the finite land resources available in The Port of Baltimore to increase economic development and support existing port operations.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee should provide overall regional coordination for implementation of this strategy; the development of the plan and marketing program.

Vision 2030 Strategic Plan and Benchmarks

Education

Vision

A well-funded high quality Pre-K–16 educational system represented by small community schools or alternative educational options that provide relevant instruction and extended learning opportunities to children and adults in the areas of technology, values education and a rigorous academic curriculum to produce a well educated workforce.

Strategies

1. Guarantee a strong revenue stream to adequately fund pre-K-12 education to get the best possible teachers and principals and provide for the maintenance of facilities and state-of-the-art technology. As a major part of this, fully fund the Bridge to Excellence in Public Schools Act, based on the recommendations of the Thornton Commission.
2. Create a sense of community “ownership” of schools to strengthen the curriculum and involve parents in the education process.
3. Develop public/private partnerships with the business community, non-profit and faith-based organizations to strengthen educational experiences, provide alternate experiences to classroom instruction (including values education) and improve opportunities for workforce development.
4. Encourage the creation of small community schools, or reorganize large schools into smaller units.
5. Maintain class sizes that provide for optimal interaction and individualized attention between teacher and student.
6. Improve the preparation of new teachers and support existing teachers through strengthening of the curriculum and minimum credentials of all teachers. In addition, reduce the number of provisionally certified teachers in Maryland schools.
7. Provide more opportunities for extended learning within and outside schools through after school and summer programs.
8. Encourage “life-long learning” by supporting adult education through literacy, technology and skills improvement programs.
9. Explore possible relationship in the region between concentrations of poverty and school quality. If correlation is found, pursue ways of addressing it.
10. Increase access to higher education by providing adequate financial assistance for middle and lower income families without increasing the amount of debt students will incur after they graduate.

Strategy #1

1. Write your strategy in full:

Guarantee a strong revenue stream to adequately fund pre-K-12 education to get the best possible teachers and principals and provide for the maintenance of facilities and state-of-the-art technology. As a major part of this, fully fund the Bridge to Excellence in Public Schools Act, based on the recommendations of the Thornton Commission.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Fully fund the Bridge to Excellence Act.
- Maintain funding of other state education programs.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland State Department of Education, "Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools." January 2002

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The General Assembly, in cooperation with the Governor, should continue its leadership role for public education in the state.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| ONGOING | <p>The Bridge to Excellence Act requires each school system to develop a Master Plan with goals. Each plan must be approved by the State Board, and will be monitored. Among the potential benchmarks are:</p> <ul style="list-style-type: none"> • Graduation Rates/Drop-Out rates. • Post-high school success. • Results on the Maryland School Assessment. • Results on the High School Assessments. • Results on CTBS/5. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Bridge to Excellence Plan has been termed visionary by the *New York Times* (April 30, 2002). There may be no other state doing as much for K-12 education in this difficult economic atmosphere.

7. Why should we commit to this strategy?

Fully funding education is a true investment strategy for the state. It pays off in increased revenue (more education equals better jobs, which results in improved income and higher tax revenues; a better trained workforce brings in more industry, which again increases tax revenue), as well as decreased state expenditures (improved education funding results in fewer drop-outs, which results in a decrease in the need for social services that can result from an inadequately educated citizenry).

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Committee, along with other citizen organizations, should continue its support of education at the National, State and Local levels. The temptation to cut costs by slashing programs will continue, but short-term gains could result in a long-term problem for Maryland.

Strategy #2

1. Write your strategy in full:

Create a sense of community “ownership” of schools to strengthen the curriculum and involve parents in the educational process.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Extend teaching and learning to community settings.
- Tap community resources for mentors and tutors.
- Develop capacity-building programs for families (parenting skills, family literacy.)
- Include parents in school decisions, governance, and advocacy and in classroom activities.
- Use online tools for communication and engagement.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland State Department of Education, “Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools.” January 2002

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Maryland State Department of Education, in cooperation with local systems and the Maryland PTA, will lead this effort to provide materials and ideas. This will include ongoing outreach and distribution of MSDE’s family involvement policy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Ongoing | Extend teaching and learning to community settings. Tap community resources for mentors and tutors. Develop capacity-building programs for families (parenting skills, family literacy.) Include parents in school decisions, governance, and advocacy and in classroom activities. Use online tools for communication and engagement. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Maryland is among the first states to develop a strong family involvement policy. Also, work should continue with the National Network of Partnership Schools at Johns Hopkins University.

7. Why should we commit to this strategy?

Schools are local institutions requiring the support and involvement of the community in order to be successful.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Strong local schools deserve the support and involvement of Vision 2030, as well as other opinion leaders.

Strategy #3

1. Write your strategy in full:

Develop public/private partnerships with businesses, community non-profit and religious organizations to strengthen the educational experience, provide alternate experiences to classroom instruction (including values education) and improve opportunities for workforce development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Develop “outside the schools” advocacy groups to build credibility for the schools mission and activities.
- Establish and publicize easy-to-use collection programs for collecting used equipment from corporations and the public.
- Develop work place internships that parallel class learning outcomes for students. (School to Work Programs, Career Connections, and Career Academies.)

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland State Department of Education, “Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools.” January 2002

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Maryland State Department of Education, in cooperation with local school systems and other stakeholders, should provide assistance and support. Also, the Maryland Business Roundtable should be part of the conversation.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Ongoing | Develop “outside the schools” advocacy groups to build credibility for the schools mission and activities. Establish and publicize easy-to-use collection programs for collecting used equipment from corporations and the public. Develop work place internships that parallel class learning outcomes for students. (School to Work Programs, Career Connections, and Career Academies.) |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Massachusetts has a program called “Mass Insight” as well as others (The Pritchard Commission and the Kentucky Partnership for Better Schools in Kentucky, the Partnership for Learning in Washington, the North Carolina Public School Forum in NC, the Texas Business Council in TX), may serve as models for MD. Mass Insight has been a particularly effective external supporter, communicator, trainer, and policy facilitator for key statewide education reform initiatives.

7. Why should we commit to this strategy?

See strategy #1 for reasons.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

See strategy #1.

Strategy #4

1. Write your strategy in full:

Encourage the creation of small community schools, or reorganize large schools into smaller units.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Provide assistance to local school systems with struggling large schools to enhance reorganization.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

MSDE, working with the Gates Foundation and the Baltimore City Public School System, have embarked on such a program.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The City-State Partnership for Baltimore City Public Schools.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| Ongoing | Provide assistance to local school systems with struggling large schools to enhance reorganization. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Bill and Melinda Gates Foundation is spearheading a national effort in this area.

7. Why should we commit to this strategy?

School size should remain a local decision, and some communities have developed highly effective large schools. However, for struggling schools, there is evidence to suggest that dividing the institution into smaller units may provide some added instructional leadership.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

No.

Strategy #5

1. Write your strategy in full:

Maintain class sizes that provide for optimal interaction and individualized attention between teacher and student.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Provide information to schools and school systems on class size as it relates to learning.
- Provide resources to accommodate the needs of special students especially in light of the fact that not all students learn in the same way.
- Provide adequate supplies and equipment for class size.
- Shift the focus of principal from administration to instruction.
- Place more highly qualified teachers and principals in the lowest performing schools.
- Permit teachers to use their time more effectively by eliminating extraneous duties.
- Provide time for remedial strategies for students that have fallen behind, Saturdays, extra subject periods, summer classes.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland State Department of Education, "Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools." January 2002

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Maryland State Department of Education will continue to work in cooperation with local systems to develop ideas and best practices for class size.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| Ongoing | Provide information to schools and school systems on class size as it relates to learning. Provide resources to accommodate the needs of special students especially in light of the fact that not all students learn in the same way. Provide adequate supplies and equipment for class size. Shift the focus of principal from administration to instruction. Place more highly qualified teachers and principals in the lowest performing schools. |

| | |
|--|--|
| | Permit teachers to use their time more effectively by eliminating extraneous duties. Provide time for remedial strategies for students that have fallen behind, Saturdays, extra subject periods, summer classes. |
|--|--|

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Project STAR in Tennessee.

7. Why should we commit to this strategy?

A growing body of research indicates that students in smaller classes perform at higher levels than those in larger classroom settings.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Class size is a fundamentally local issue, as it is directly related to funding. Funding for public schools in Maryland is tied to property tax collections. The Vision 2030 Oversight Committee can play a role in advocating for strengthened school funding.

Strategy #6

1. Write your strategy in full:

Improve the preparation of new teachers and support existing teachers through strengthening of the curriculum and minimum credentials of all teachers. In addition, reduce the number of provisionally certified teachers in Maryland schools.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Align the teacher education programs in Maryland's colleges and universities to support Maryland's model of curriculum, instruction, and assessment.
- Create a comprehensive performance-based system of teacher preparation, initial certification, and certification renewal.
- Create incentives for teachers to become certified, pursue professional development opportunities, and qualifications such as "master teachers."
- Support community college teacher education efforts such as the Associate of Arts in Teaching (AAT) by providing for the smooth articulation to baccalaureate degree programs. (Many noncertified teachers and teachers aides choose this route because it is affordable and assessable.)

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland State Department of Education, "Achievement Matters Most: The Final Report of the Visionary Panel for Better Schools." January 2002

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

MSDE, in cooperation with teacher training programs at state colleges and universities.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Ongoing | Increase the number of fully certified teachers at Maryland schools. |
| | Decrease the number of provisionally certified teachers. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The National Board of Professional Teacher Standards (NBPTS) is the leading national organization in this area.

7. Why should we commit to this strategy?

Evidence from NBPTS, the National Education Association, and other organizations prove the effectiveness of trained teachers in the classroom.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can advocate for strong teachers in the classroom.

Strategy #7

1. Write your strategy in full:

Provide more opportunities for extended learning within and outside schools through after school and summer programs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Research and develop information on model programs and best practices. Provide learning opportunities through technology.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

There is limited use of summer school for struggling students in Maryland. Delaware, however, began in 2000 to require that every student who fails the mandatory state assessment at the end of grades three, five and eight to attend summer school and retake and pass the exam before being promoted to the next grade. Louisiana requires that all school districts offer summer school for failing students as an extension of the instructional schedule for the school district.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Summer school programs are expensive, requiring the support of the General Assembly and the Governor. The Maryland State Department of Education can provide other assistance in helping districts develop their programs.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| Ongoing | Research and develop information on model programs and best practices. Provide learning opportunities through technology. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

See the answer to question #3.

7. Why should we commit to this strategy?

There is a desire among both community leaders and educators to eliminate social promotion and provide the resources and capacity for every child to achieve. Additional instructional time is one way to help assure that this does not happen.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Committee can provide vocal support and advocacy.

Strategy #8

1. Write your strategy in full:

Encourage “life-long learning” by supporting adult education through literacy, technology and skills improvement programs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Retain and enhance resources for adult education services in Maryland through working with the General Assembly.
- Communicate the value of adult education.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Maryland Association for Adult and Continuing Education is working in this area, as well as the State Advisory Committee for Adult Education (STAC).

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

MSDE, in cooperation with the Maryland Association for Adult and Continuing Education and the State Advisory Committee for Adult Education.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Ongoing | Retain and enhance resources for adult education services in Maryland through working with the General Assembly. |
| | Communicate the value of adult education. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Education is a life-long process, made especially important by rapid change in the economy and technology. The U.S. Bureau of Labor Statistics reported in 1992 that the average number of jobs held by baby boomers from the time they were 18 to the time they were 36 was nearly 10. Labor researchers believe this trend will continue, requiring constant retraining.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Committee members can help educate the public on the imperative of continuing education and adult learning.

Strategy #9

1. Write your strategy in full:

Explore possible relationship in the region between concentrations of poverty and school quality. If correlation is found, pursue ways of addressing it.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Examine available data to identify locations of concentrated poverty and the correlation of school achievement scores for these areas.
- Inventory programs designed to improve school achievement scores.
- Consult with local boards of education to determine current programs in place and recommend new approaches as needed.
- Secure appropriate funding to support expansion of existing and proposed new programs to raise achievement scores in areas of concentrated poverty.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

State Board of Education, local boards of education and organizations working on improving educational achievement.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.
Local boards of education.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Examination of data. |
| 2003 | Inventory of programs designed to improve school achievement scores. |
| 2004 | Consult with local boards of education on current programs and new opportunities. |
| 2005 | Secure appropriate funding to support expanded and new programs. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The key component to dealing with the concentration of poverty is to improve educational opportunities to youth so they are not locked in poverty by the lack of educational opportunities.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can facilitate this strategy and lobby for support of increased funding to support programs.

Strategy #10

1. Write your strategy in full:

Increase access to higher education by providing adequate financial assistance for middle and lower income families without increasing the amount of debt students will incur after they graduate.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Establish program to provide financial assistance to middle and lower income families, seeking private/public resources.
- Examine opportunities to expand employer based programs to provide financial assistance in exchange for a commitment to work for the employer.
- Establish a grant program for students who achieve specific educational achievement levels.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Job Opportunities Task Force.
- Mayor's Office on Employment and Development and county counterparts.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A coalition lead by City and county employment agencies, Job Opportunities Task Force, and other specializing in employment development.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | Establish financial assistance program. |
| 2004 | Examine opportunities for employers to establish a financial assistance program. |
| 2004 | Establish grant program based on educational achievement. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The importance of obtaining an education and not having families burdened with increasing debt will open opportunities to those that may not have sought higher education.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee should initiate the strategy and monitor its progress.

Vision 2030 Strategic Plan and Benchmarks

Environment

Vision

A region with clean air and water, a well-designed public transit system, clearly defined borders between developed areas and open spaces, and parks accessible to all citizens, with a culture that protects natural resources, enforces environmental laws, promotes energy efficiency, and provides environmental education for all students.

Strategies

1. Reduce and prevent air and water pollution through stronger enforcement of environmental laws, coordinated land use and transportation planning, and providing incentives for sound development. Increase penalties for violation of environmental laws to create meaningful deterrents to violating the laws. Establish permit fees to significantly cover the cost of inspection, monitoring and enforcement of permitted industries.
2. Protect rural land from development through better zoning of open space and agricultural lands. Zoning for the rural and agricultural lands should be a minimum of one house per 20 acres with a goal to reach one house over 50 acres. This zoning must be coupled with adequate funding of land acquisition programs to protect most vulnerable and most environmentally sensitive lands.
3. Establish energy efficiency as a fundamental principle for development projects and as an operating principle for local governments throughout the region.
4. Create public awareness programs to inform and assist individuals, families, and property owners to make environmentally friendly choices and practices for their homes and businesses. The effort should focus on the environmental problems afflicting the region and how people can help alleviate them.
5. Conduct an assessment of environmental and economic costs and benefits for major development projects, public projects, and public policies.

Strategy #1

1. Write your strategy in full

Reduce and prevent air and water pollution through stronger enforcement of environmental laws, coordinated land use and transportation planning, and providing incentives for sound development. Increase penalties for violation of environmental laws to create meaningful deterrents to violating the laws. Establish permit fees to significantly cover the cost of inspection, monitoring and enforcement of permitted industries.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Every local government institutes meaningful fines and penalties for violations.
- Every local government institutes fees sufficient to cover regulatory costs.
- Every local government hires a sufficient number of inspectors, legal, and other staff as needed for effective enforcement.
- The region's local jurisdictions and environmental non-profit organizations collectively lobby the state to increase the effectiveness of its enforcement efforts.

- Using scenarios and travel model developed for Vision 2030 public meetings as a starting point, work to improve air quality in Baltimore region through coordinated transportation and land use measures.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chesapeake Bay Foundation.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- The counties, cities, and state need step up their enforcement efforts and coordination of land use and transportation policies.
- Local governments and environmental non-profit organizations need to create a coalition for lobbying the state government to improve the enforcement actions of environmental agencies.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Evaluation of enforcement efforts completed and released by an independent non-profit organization. Using travel model developed for Vision 2030 public meeting as a starting point, BRTB updates its own model to reflect more accurately land use and transportation impacts on the regional transportation system. Using this new tool BRTB addresses current regional problem in meeting deadlines under the Clean Air Act Amendments of 1990. |
| 2 years | Fines, penalties, fees, and staff increased to a satisfactory level by local governments. |
| 4 years | Fines, penalties, fees, and staff increased to a satisfactory level by state agencies. |
| 4 years | Evaluation of enforcement efforts completed and released by an independent non-profit organization shows a substantial increase in enforcement actions. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Environmental quality is a key component of a high quality of life. Numerous laws exist for the protection of environmental quality, but their success depends on effective enforcement.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

No.

Strategy #2

1. Write your strategy in full

Protect rural land from development through better zoning of open space and agricultural lands. Zoning for the rural and agricultural lands should be a minimum of one house per 20 acres with a goal to reach one house over 50 acres. This zoning must be coupled with adequate funding of land acquisition programs to protect most vulnerable and most environmentally sensitive lands.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Establishment of an effective transfer of development rights program in each county.
- Establishment of an active and well-financed purchase of development rights program in each county.
- Except for Baltimore County, every county adopts effective agricultural conservation zoning that yields no more than one house per twenty acres.
- Every county's agricultural conservation zoning includes provisions for mandatory clustering and one-acre maximum residential lot size.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chesapeake Bay Foundation, 1000 Friends of Maryland, Baltimore Regional Partnership, land trusts such as the Valleys Planning Council.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Each county needs to create and adopt the necessary programs and policies.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 4 years | Enact 1/20 zoning with mandatory clustering and maximum one-acre lot size. |
| 4 years | Acres of rural lands preserved by county at least equals the acres of rural lands developed. |
| 8 years | Acres of rural lands preserved by county is at least twice the acres of rural lands developed. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- Baltimore County – zoning.
- Montgomery County – TDR.
- Carrole County – PDR.
- Calvert County – Cluster zoning.

7. Why should we commit to this strategy?

- To preserve food production capacity in the region and a way of life.
- To preserve open space for wildlife habitat and the protection of water quality.

- To curtail metropolitan sprawl, concentrate growth in existing developed areas, and to use growth to revitalize existing communities.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The committee can play a valuable role as an independent, broad-based group that would promote and monitor the progress of the strategy.

Strategy #3

1. Write your strategy in full:

Establish energy efficiency as a fundamental principle for development projects and as an operating principle for local governments throughout the region.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Integrate energy efficiency into the strategy for environmental education.
- Create minimum energy efficiency standards for development projects and local government buildings.
- Create a purchasing pool for the region's local governments for the purchase of high fuel efficiency vehicles for local government vehicle fleets.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chesapeake Bay Foundation, MD Public Interest Research Group.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A partnership between the Baltimore Metropolitan Council and environmental non-profit organizations to develop and promote energy efficiency.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2 years | Initiate the fuel efficient vehicle purchasing pool. |
| 2 years | Complete an assessment of energy efficiency needs and options for meeting them. |
| 4 years | Institute energy efficiency standards for development projects and local government buildings. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Power plants and vehicles are the leading sources of airborne nitrogen deposition for the Chesapeake Bay. Airborne nitrogen accounts for approximately 30 percent of the Bay's total nitrogen load. Power plant and vehicle emissions also are leading contributors of pollutants causing unhealthy air quality from ozone pollution. Energy efficiency also helps promote America's energy independence and lowers the cost of living.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Initially, the committee could produce a regional assessment of energy efficiency. The committee could then lobby local governments to carry out the recommendations contained in the assessment.

Strategy #4

1. Write your strategy in full

Create public awareness programs to inform and assist individuals, families, and property owners to make environmentally friendly choices and practices for their homes and businesses. The effort should focus on the environmental problems afflicting the region and how people can help alleviate them.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Establish a website containing information and links.
- Create courses through the community colleges, cooperative extension, etc.
- Create and distribute printed materials.
- Create curricula for local schools.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chesapeake Bay Foundation, Cooperative Extension, Alliance for the Chesapeake Bay.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A partnership between the Baltimore Metropolitan Council, educational institutions, and environmental non-profit organizations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2 years | Printed materials and a website containing information and links |
| 3 years | Courses through the community colleges, cooperative extension, etc. |
| 4 years | Curricula for local schools. |
| 8 years | 33% of the region's households and businesses commit to apply environmental friendly practices. |
| 12 years | 66% of the region's households and businesses commit to apply environmental friendly practices. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Coop America, Cooperative Extension Service certifies Bayscapes, CBF and the Alliance publish information.

7. Why should we commit to this strategy?

The daily decisions people and businesses make such as the products they buy and how they choose to travel, or fertilize their lawn can have a large cumulative effect on the amount of pollutants reaching our air and water and the maintenance of wildlife habitats. By choosing environmentally friendly products and practices the region's citizen can take direct action to improve the region's environmental quality.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Initially, the committee could investigate which of the daily decisions of the public and businesses can have the greatest positive impact on environmental quality. The committee should then lobby local and state government to carry out the strategy in partnership with others.

Strategy #5

1. Write your strategy in full

Conduct an assessment of environmental and economic costs and benefits for major development projects, public projects, and public policies.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Create and implement a methodology for assessing the full environmental and economic costs of major projects and policies.
- Conduct environmentally suitability analyses and analyses of fiscal impact on local government as fundamental steps in the preparation of land use plan of a local comprehensive plan.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A partnership between the Baltimore Metropolitan Council, business, and environmental non-profit organizations to develop the assessment, environmental suitability, and fiscal impact methodologies.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2 years | Complete a report containing options and recommendations. |
| 4 years | Implement methodologies. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Fully understanding the environmental and economic costs of major proposals is a prerequisite to balancing environmental protection and economic vitality.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Initially, the committee could produce a report on this subject. The committee could then lobby local governments to carry out the recommendations contained in the assessment.

Vision 2030 Strategic Plan and Benchmarks

Farmland and Agriculture

Vision

A region that sustains a viable agricultural economy based on preservation of critical and valuable agriculture lands and businesses and includes expanded opportunities to provide benefits to urban populations through farmers markets, community gardens.

Strategies

1. Local governments should review and adjust their agricultural preservation program target areas to ensure regional compatibility and should modify zoning laws to uniformly permit agricultural activities to exist within viable zone districts, not threatened by other land use activities. This review should be consistent with the state and regional market context and with Chesapeake Bay restoration and watershed protection goals and policies.
2. Expand opportunities for farmers markets, community gardens, and on-farm experiences as part of an urban health and nutrition program as well as improved direct service economic return to farmers.

Strategy #1

1. Write your strategy in full:

Local governments should review and adjust their agricultural preservation program target areas to ensure regional compatibility and should modify zoning laws to uniformly permit agricultural activities to exist within viable zone districts, not threatened by other land use activities. This review should be consistent with the state and regional market context and with Chesapeake Bay restoration and watershed protection goals and policies.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

1. Review agricultural zoning and land conservation programs within a regional context for zoning policy compatibility and consistency among jurisdictions within the region.
2. Examine innovative methods of using zoning laws to protect agricultural land uses to ensure open space values, including downzoning.
3. Examine innovative regional asset and tax sharing program to help create a healthy mix of revenue for each local jurisdiction, without the pressure to zone land for development to achieve tax revenue.
4. In balance with urban land restoration and protection, examine opportunities to effectively use resources for land preservation through private partnerships (land trusts) and other innovative methods.
5. Develop a regional program for transfer of development rights.
6. Encourage the state to increase funding for land preservation.
7. Increase local governments to supplement state funds with local moneys.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- 1000 Friends of Maryland.
- Maryland Center of Agro Ecology.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

CPHA, 100 Friends of Maryland, Baltimore Regional Partnership, CBF, Maryland Department of Agriculture, county agricultural preservation representatives.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Assemble review team and complete detailed study of issues |
| 2 years | Complete recommendation analysis and submit for consideration to local jurisdictions and state. |
| 5 years | Zoning compatibility and consistency changes have been implemented; examine and adopt an asset or tax sharing program to reduce the pressure to rezone good agricultural land. |
| 10 years | Greater consistency has been achieved in protecting agricultural lands and a significant economic activity continues providing local food products and exports. |
| 20 years | Agricultural activities are pursued in an ecosystem sustainable manner with best practice for land management to achieve maximum environmental benefits as well as economic results being achieved. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Preservation of agriculture (land and industry) requires an aggressive strategy based on economics and tailored to this region.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

BMC members need to support the use of an array of tools that will affectively preserve agriculture land while retaining equity for the farmer.

Strategy #2

1. Write your strategy in full:

Expand opportunities for farmers markets, community gardens, and on-farm experiences as part of an urban health and nutrition program as well as improved direct service economic return to farmers.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Create farmers markets that can operate daily in urban and suburban locations.
- Provide greater public funding for farmers markets and advertising.
- Create a program for retiring farmers to assist urban residents establish and develop viable community gardens.
- Expand the range of opportunities available to residents of the Baltimore Metropolitan Region to visit farms as part of an aggressive agri-tourism program.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Department of Agriculture.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Cooperative Extension Service, Maryland Department of Agriculture, local economic development organizations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Assemble review team and complete detailed study of issues. |
| 1 year | Complete recommendation analysis and submit for consideration to State. |
| 2 years | Expand and improve upon the existing network of farmers markets in urban and suburban communities. |
| 3 Years | Expand and strengthen the urban community gardening activities and improve people's health through better nutrition and exercise. |
| 5 years | Expand and market opportunities to visit farms through an aggressive agri-tourism program. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

New Jersey is apparently way ahead of us on some of this stuff. An action item should be to look for good models in partnership with the Department of Agriculture and Business and Economic Development.

7. Why should we commit to this strategy?

- Maryland needs greater direct service outlets for farmers' products.
- Maryland needs an effective strategy to preserve farmland as well as farming.
- Agriculture is a large, unrecognized part of economic base of the state.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes – Acknowledge that it needs to be here. Get BMC leaders to endorse and form partnerships with MDA and DBED to get it done. This is an area where we can really make a difference.

Vision 2030 Strategic Plan and Benchmarks

Health

Vision

A healthy region where environmental health risks have been eliminated for all citizens and which provides a comprehensive, affordable, high-quality health care system accessible to all citizens emphasizing education and preventive strategies and also providing ample services to prevent and treat addictions.

Strategies

1. Provide incentives for doctors and mobile or satellite facilities to locate in less accessible parts of the region, as well as in more densely developed neighborhoods.
2. Encourage young people to choose health care careers and provide incentives for them to remain in the region.
3. Using a grassroots mobilization/community organizing model, provide all Marylanders access to quality and affordable health care.
4. Develop aggressive health education programs that emphasize prevention, including awareness of environmental health issues.
5. Maximize lead paint hazard reduction through a combination of education, investment and enforcement.
6. Evaluate addiction prevention and treatment programs to determine best and most effective practices. Direct resources to expand and replicate the most effective programs and practices, emphasizing both prevention and treatment.

Strategy #1

1. Write your strategy in full:

Provide incentives for doctors and mobile or satellite facilities to locate in more remote, less accessible parts of the region, as well as in more densely developed neighborhoods.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Formation of a task force to examine need and identify potential locations for mobile or satellite health care facilities.
- Determination of incentives and funding opportunities.
- Development of model community – based education program to inform communities of the need for health care and opportunities available through mobile or satellite services.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A specialized task force with experts/in field practitioners to work with an entity implementing Vision 2030.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Formation of task force. |
| 2004 | Identification/development of incentive packages. |
| 2004/5 | Development of model incentive program. |
| 2005/10 | Implementation of program. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

To improve the quality of life through the availability of basic health care services in areas of the region where opportunities are not currently available.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

To provide a regional context for initiation of strategy.

Strategy #2

1. Write your strategy n full:

Encourage young people to choose health care careers and provide incentives for them to remain in the region.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop private/public partnerships with higher education institutions, foundations, faith based organizations, businesses and others to establish incentive programs to attract individuals to the health care field.

Identify potential funding sources to support incentive program.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Higher education institutions in the region should lead the effort to interest individuals in health care profession.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | Formation of task force to identify needed incentives, matched to the type of health care staff needs. |
| 2005 | Development of private/public partnerships to promote and provide incentive programs. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Health care services are in desperate need of individuals to fill existing personnel opportunities and will need even greater levels of new personnel to accommodate future health care needs.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can promote coordination of higher education institutions to promote health careers and lobby for financial support to create incentives.

Strategy #3

1. Write your strategy in full:

Using a grassroots mobilization/community organizing model, provide all Marylanders access to quality and affordable health care.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Require parents to either enroll their children in their employer-sponsored health plan or buy into the Maryland Children's Health Care program.

Establish MdCare, a new publicly-accountable insurer created through a federal government Medicaid waiver, that will be open to low and moderate income adults who do not have access to affordable comprehensive health coverage at work.

Maximize employer-based insurance and make the cost to employers more equitable by first having individuals select qualified employer plans before being able to enroll in MdCare. Second, employers not offering affordable, comprehensive health insurance will be required to pay five percent of their total payroll to provide health insurance to make the cost fairer to the large majority of Maryland companies that provide insurance.

Expand access to the high quality, affordable Maryland Standard Comprehensive Benefit Plan to more than 125,000 uninsured Marylanders by expanding the small group health insurance market to more small businesses and to those enrolled in the individual (non-group) insurance market.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Many organizations in the region fight for universal health care, Maryland Health Care for All organization is the only one that has specific funding and a grassroots plan to accomplish the goal.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Maryland Citizens' Health Initiative began operations four years ago to organize the community around the need for "health care for all."

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2004 | Maryland General Assembly will have enacted a health care for all plans that will guarantee all Marylanders access to quality and affordable health care. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

There are 600,000 Marylanders without health insurance including 43,000 children, 800,000 Marylanders with "bad" insurance (i.e. bad coverage or high costs- deductibles and premiums), and 200,000 Maryland seniors without drug benefit. Uninsurance is a problem that leads to bad health outcomes for the uninsured, higher health care costs for society in general, and economic jeopardy for many Marylanders.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, Vision 2030 should become a partner in the campaign and join more than 1600 religious, community, health care, business, and labor organizations across the state that have already done so.

Strategy #4

1. Write your strategy in full:

Develop aggressive health education programs that emphasize prevention, including awareness of environmental health issues.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Local health departments currently operate health education programs tailored to the local needs of residents in each county. They operate with limited staff resources, increasing resources to support additional staff will allow for the expansion of education programs to reach a greater number of residents.

A regional forum on health education programs will allow discussion of regional health issues, i.e. air quality. Sharing this information as well as understanding and developing alternative approaches that assist in improving the health of residents in the region are important steps toward prevention of health issues.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Local health departments operate locally designed health education programs, but a regional effort does not exist at present.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Vision 2030 Oversight Committee should facilitate the discussion of regional approaches and development of new educational programs that assist local health departments.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2003 | Develop an initiative to lobby for increases resources for local health staff to expand current educational programs. |
| 2004 | Secure additional funding. |
| 2004 | Establish a regional forum to discuss and develop new approaches to health education programs, improving local programs and creating regional education approaches that prevent the growth in health issues. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The only model program are programs operated at the local jurisdiction. There are no known regional models.

7. Why should we commit to this strategy?

It is important to educate residents throughout the region about public health aspects of diseases and conditions that affect their health. Providing alternative or new approaches will help residents prevent health related illnesses.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can provide the coordination and support for creating a regional forum to review and discuss health issues.

Strategy #5

1. Write your strategy in full:

Maximize lead paint hazard reduction through a combination of education, investment and enforcement.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Section 8 – require all units to be lead safe.
- Make all publicly assisted rehabilitation programs mandate lead safe work practices and clearance.

- Fund an adequate relocation system
- Triple current abatement funding for owners (rental and owner occupants)
- Focus on homes of pregnant women for lead hazard reduction prior to the birth of a child
- Perform lead dust testing on all pre-1960 homes in Baltimore
- Maintain vigilant enforcement of housing code and Health Homes standards (lead, form example)

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No, not full time. The Coalition to End Childhood Lead Poisoning has published “Windows of Opportunity” a strategic plan for broad use in ending lead poisoning.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Coalition to End Lead Poisoning is the appropriate party as it works in broad partnership with all parties and maintains day-to-day focus on the issues. The Coalition also wrote the first strategic plan for inter-agency and public/private partnerships. It should maintain an accountability matrix for all groups and convene resources to accomplish the broad goal of ending lead poisoning by 2010 in partnership with communities, property owners, health care providers, social service providers and government.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2010 | No child testing above 20 μ g/dl for lead in Maryland. |
| 2002 | 5000 new lead safe or lead free units in Baltimore. |
| 2004 | Establishment of transitional housing facility for lead poisoned children. |
| 2004 | 75% Compliance of all pre-1950 rental units within Maryland laws. |
| 2004 | 75% compliance of all eligible children tested for lead. |
| 2004 | 50% of all homes of pregnant women in Baltimore tested for lead. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Coalition’s “Windows of Opportunity” program is actually seen as a national model. Other good programs include Hartford, CT Lead Safe House, the Blood Testing in Delaware and the Boston Lead intervention Program.

7. Why should we commit to this strategy?

In the last three years alone over 25,000 young children in Baltimore City have been diagnosed with blood lead levels over the “level of concern” established by the Centers for Disease Control and Prevention. We should fully fund and finish implementing “Windows of Opportunity” because under its implementation thus far we have achieved a 45% reduction in poisoned children since 1999 and an 85% reduction since 1994.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

To help the coalition and the Maryland commission on Lead Poisoning Prevention garner the resources to complete the “Windows of Opportunity” program. As the greater Baltimore Committee voted on its Managing for Success Publications – greater lead safe housing will lower expenditures on health care, special education and juvenile justice while also increasing market value of housing, making communities more livable and providing for a better workforce in the future.

9. Additional Remarks

Lead Poisoning is an entirely preventable disease that has a tragic and costly impact on our community. Children poisoned by lead are left with irreversible effects ranging from learning disabilities to mental retardation to violent behavior. Children poisoned by lead are seven times more likely to drop out of school and far more likely to end up involved in juvenile crime.

Strategy #6

1. Write your strategy in full:

Evaluate addiction prevention and treatment programs to determine best and most effective practices. Direct resources to expand and replicate the most effective programs and practices, emphasizing both prevention and treatment.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Increase funding for both prevention and treatment.
- Centralize treatment services regionally.
- Mandate through legislative process that Alcohol and Drug Abuse Administration (ADAA) design, implement and regulate centralized treatment systems of Maryland.
- Use evaluation process to de-fund ineffective treatment programs.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Baltimore City through its drug stat program.
- ADAA is proposing jurisdictional drug czars.
- Addiction Treatmentx.. Advocates of Md. (ATAM) and CPHA by Advocates for Regional Solutions to treatment issue.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- A coalition or advisory committee to consolidate efforts.
- The Baltimore City “Believe” campaign would impact a large group of people.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | True treatment on demand within 24 hrs. |
| 2005 | Establish a true state-wide, comprehensive treatment system with focus on treatment |

| | |
|--|--|
| | literacy, job training and employment, medical, housing as well as services (counseling and support) for survivors of substance abuse. |
|--|--|

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- Women's Housing Coalition of Baltimore.
- Delaney St. Program in New York.
- Program in California, The Torsa program in North Carolina and a program in Washington, D.C.

7. Why should we commit to this strategy?

The epidemic of illegal drugs has turned approximately 120,000 of the regions residents into addicts. Our piece-meal approach has only scratched the surface for effective treatment of the abuse.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

To call for just such a regional or state wide treatment system. It needs to be somewhat immune from politics. The Vision 2030 hopefully will have the vision to realize this is only real solution to a problem that is not going to just fade away.

Vision 2030 Strategic Plan and Benchmarks

Housing

Vision

A region that has a diversity of housing choices for all ages and income groups within well-planned and attractive new and redeveloped and revitalized communities.

Strategies

1. Perform a regular inventory of housing needs, potential land for development, and innovations in building techniques and products to address current and future housing demands.
2. Increase supply of affordable housing in the region/state through a moderately-priced dwelling unit program.
3. Increase state housing bonds and housing funding to leverage or finance mixed income development.
4. Revitalize and fully utilize existing affordable housing stock.
5. Encourage “age in place” housing opportunities in new and existing neighborhoods and developments.
6. Revise local development regulations to encourage growth consistent with smart growth principles through mechanisms such as zoning ordinances, building codes, design guidelines, flexible zoning/development regulations.
7. Develop procedural incentives for better planning/site design/infill development.
8. Provide incentives through land assembly and infrastructure re-investment in existing communities.
9. Create effective mobility programs related to job access.

Strategy #1

1. Write your strategy in full:

Perform a regular inventory of housing needs, potential land for development, and innovations in building techniques and products to address current and future housing demands.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop methodology to determine housing needs throughout the region, utilizing the data currently generated at the jurisdiction level.

Develop methodology to inventory land available for development based on current local jurisdictional zoning densities and extent of adequate public facility capacities to support development.

Examine and maintain an inventory of various building products and techniques that promote more efficient and less costly housing opportunities.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Maryland Home Builders have been calling for inventories for several years. Local jurisdictions maintain certain data concerning developable land, some with more detailed accounting than others. The Maryland Department of State Planning maintains property view data files that account for land change and

development potential. The Baltimore Metropolitan Council maintains data information on housing projections in the region.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

A coalition of parties should work cooperatively to develop and maintain a data base of items identified in this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|-------------|--|
| 2003 - 2004 | Develop and implement methodology to determine housing needs throughout the region, utilizing the data currently generated at the jurisdiction level. |
| 2004 - 2005 | Develop and implement methodology to inventory land available for development based on current local jurisdictional zoning densities and extent of adequate public facility capacities to support development. |
| 2004 | Examine and maintain an inventory of various building products and techniques that promote more efficient and less costly housing opportunities. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Unless there is a qualified understanding of available residential development potential in the region; opportunities for new forms of development, where development should be located and the capacity to support new growth; many of the strategies in Vision 2030 can not be implemented.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Committee can provide the structure and guidance in addressing this strategy that individually, existing organizations cannot achieve without a centralized effort.

Strategy #2

1. Write your strategy in full:

Increase supply of affordable housing in the region/state through a moderately-priced dwelling unit program (MPDU).

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Create a statewide moderately priced dwelling unit requirement to be implemented at the county level.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Montgomery County, Maryland.
- Prince Georges County, Maryland.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Region-wide coalition of builders, developers, affordable housing advocates, government planners and smart growth/environmental groups.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2 years | Statewide legislation. |
| 3 years | County implementing regulations. |
| 5 years | New development of affordable housing units. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Montgomery County.

7. Why should we commit to this strategy?

To increase availability and provide affordable housing opportunities throughout the region and state.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #3

1. Write your strategy in full:

Increase state housing bonds and housing funding to leverage or finance mixed income development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

The State Community Development Administration should review and revise accordingly its funding/financing award criteria to ensure that mixed income housing developments are created/redeveloped throughout the region and state, that an appropriate balance between elderly and family is met and the use of funds encourages redevelopment in addition to new construction.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.
The Governor.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2 years | Review and revise funding award criteria and include evaluation component. |
| 3 years | Implement new criteria and award state housing funds to reflect new criteria. |
| 5 years | Housing constructed which reflects funding priorities. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.
No.

7. Why should we commit to this strategy?

Because we have an idea that state housing financing could better promote smart growth principles. We don't want low-income housing concentrated in one area and want to encourage mixed-income housing.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.
No.

Strategy #4

1. Write your strategy in full:

Revitalize and fully utilize the existing stock of affordable housing.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Analyze the condition of public and publicly assisted housing on regional basis – HUD provides oversight of each Housing Authority and federally assisted project and the state Department of HCD provides oversight of state funded and tax credit projects but to our knowledge no one looks at this on a regional basis.

The City should commit to completing HOPE VI projects within a reasonable timeframe and Baltimore County should commit to replacement of demolished Section 236 projects.

The City should recognize its inability to manage and maintain scattered site public housing and should contract out management or transfer ownership to non-profit organizations where there is interest.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Baltimore Metropolitan Council or perhaps Maryland Center for Community Development convene high placed county and city officials.

Greater Baltimore Committee – follow up on implementation of recommendations of the Mayor’s Management and Efficiency Study of DHCD.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Establish working group to review state of affordable housing regionally. |
| 6 months | Meet with City and County to determine the timeline for replacing demolished housing units. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

There is a lack of safe, decent affordable housing in the region and while attempts are made to increase the supply we should be mindful of the maintenance and management of the existing supply of public and publicly assisted housing to ensure that it is maintained and preserved as affordable housing.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

No.

Strategy #5

1. Write your strategy in full:

Encourage “age in place” housing opportunities in new and existing neighborhoods and developments.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Amend local zoning codes to promote a mixture of housing types within new developments and appropriate “granny-flat” conversions in existing developments.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local planning and zoning offices working with elderly social service providers.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 18 mos. | Adopted zoning regulations/master plan goals setting percent for each jurisdiction. |
| 36 mos. | Initial units completed within one or more jurisdictions. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The % of elderly will double within the region by 2030 and require dramatically different housing types on an unprecedented scale.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Oversight Committee can promote and encourage local jurisdictions and developers throughout the region to initiate actions recommended in this strategy.

Strategy #6 and #7

1. Write your strategy in full:

Revise local development regulations to not discourage growth consistent with smart growth principles through mechanisms such as zoning ordinances, building codes, design guidelines, flexible zoning/development regulations.

Develop procedural incentives for better planning/site design/infill development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Mayors and County Executives need to appoint task forces to examine exiting zoning and regulatory barriers and recommend incentives to encourage more efficient land use and better planning.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Some counties have some flexible zoning provisions but need to be expanded upon.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Mayor and County Executives.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---------------------|
| 1 year | Create Task Forces. |

| | |
|---------|--|
| 2 years | Task Force recommendations. |
| 4 years | Implementation and first developments under new regulations. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Urban Land Institute and the American Plan Association may have examples.

7. Why should we commit to this strategy?

More efficient land use and better planned communities.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

No.

Strategy #8

1. Write your strategy in full:

Provide incentives through land assembly and infrastructure re-investment in existing communities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Improve utilization of brownfield sites through changes to existing state brownfields legislation to model other successful state programs
- Implement recommendation of the Mayor's management and Efficiency Study by the GBC for overhauling the property acquisition and disposition process in Baltimore City – this is underway but whether there are concrete goals for expected results is unclear.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Brownfields BDC, City of Baltimore, GBC.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Mayor and County Executives and development community.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| By 12/02 | Prepare brownfields legislation to be considered during 2003 General Assembly session. |
| By 12/02 | GBC follow up with Mayor to review progress in implementation of committee recommendations. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Pennsylvania, Illinois, Michigan, Massachusetts.

7. Why should we commit to this strategy?

Reducing barriers to investing in older communities and creating incentives for redevelopment are key to making redevelopment an attractive alternative to new development in greenfields.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #9

1. Write your strategy in full:

Create effective mobility programs related to job access.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

There is an existing tool, Section 8 housing voucher, which if better administered and monitored with better supports offered for families could offer a means of housing choices for families to live closer to suburban employment opportunities. If monitored properly it could be a means to force landlords to improve housing quality.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please list below.

The City Housing Authority is aware of the administrative problems of the City's Section 8 programs and is taking some steps to address them. It does not appear to have a commitment to improving the use of Section 8 as a mobility tool.

4. Who should take the lead to initiate the strategy? What should their role be? Please describe.

Mayor and County Executives.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Improve administration of Section 8 program in Baltimore City and create housing mobility program. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

To improve the use of a federally-funded tool to offer housing mobility to families with low incomes.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Vision 2030 Strategic Plan and Benchmarks

Land use

Vision

A region of new and revitalized neighborhoods based on compatible mixed-uses (housing, employment, education, cultural, retail, and green spaces) within walking distance to one another, sensitive to the environment, and served by adequate, efficient, and accessible infrastructure and public transportation systems. Preserved and agricultural land surrounds developed neighborhoods.

Strategies

1. Adopt zoning classifications and codes that promote mixed use, walkable, environmentally sensitive communities.
2. Implement the Baltimore Rail System Plan and supportive land use around station stops.
3. Promote proactive state and county infrastructure funding in targeted growth areas.
4. Enhance zoning protections and funding for open space and agricultural land preservation.

Strategy #1

1. Write your strategy in full:

Individual counties do not have the manpower or money to do an overhaul of their zoning codes. Each county is different. A model code with a streamlined approval system would decrease development cost, increase county efficiency and help achieve community design goals.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

State should create model zoning ordinances for county adoption and should provide to counties hardware, software, and training to promote their use. Model codes should be developed with county participation.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

A coalition of environmental and real estate groups is working on this. Scottsdale, Az. may be doing some of this. Several Australian cities have done this.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Strategy has been initiated by a coalition including Chesapeake Bay Foundation, 1000 Friends of Md., Urban Land Institute and Homebuilders Assoc. of Md. They should be supported by Vision 2030, Maryland Association of Counties, Maryland Municipal League and local planning and zoning offices.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Jan. '03 | Detailed strategy agreed to by coalition, state, lead counties. |
| Jan. '04 | Finalization of model codes, software, hardware, training for county adaptation. |
| June '06 | Implemented by major counties. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Individual counties do not have the manpower or money to do an overhaul of their zoning codes. Each county is different and none are computerized. A model code with computerized approvals would decrease development cost, increase county efficiency and help achieve community design goals.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Vision 2030 participants need to commit to the need for change and the willingness to do so. Leadership needs to make sure that counties do not see this as telling them where and how to grow, but rather collectively acquiring modern tools to do so more efficiently.

Strategy #2

1. Write your strategy in full:

Implement the Baltimore Rail System Plan and supportive land use around station stops.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Retain citizen advisory committee through Plan implementation.
- Gain support of Baltimore Regional Transportation Board.
- Identify and assemble adequate funding to implement the Plan, including public taxation if necessary.
- Use scenarios and transport model developed for Vision 2030 public meetings to help plan redevelopment and other land use around Rail System Plan station.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Baltimore Regional Rail System Plan Advisory Committee.
- Maryland Department of Transportation.
- Maryland Transit Administration.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- BRTB, working with State delegations in legislature.

- MDOT. Prioritize the program within MTA. Solicit for State and Federal Funding.
- Greater Baltimore Committee and Baltimore Regional Partnership. Work together to build private-sector constituency for Rail Plan that will sort through planning issues with MTA and build support for necessary funding.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| Bal.'02 | MTA start planning and environmental studies for "Priority Projects." |
| Fall '03 | Receive funding through Fed. Surface Trans. Act (TEA-21) reauthorization. |
| 2003-2004 | Local governments and State of Maryland engage on a process of developing preliminary plans for land around stations on priority Rail System lines. |
| 2003-2010 | Local governments add station-area plans to their comprehensive plans and zoning maps as they come up for review. |
| 10 Years | Complete construction of "Priority Projects." |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Washington DC Metro Area Plan.

7. Why should we commit to this strategy?

- Promotes mixed-use development and other economic development.
- Clean air environmental benefits.
- Enhances mobility of transit dependant population for jobs and services.
- Reduce increase in congestion on heavily traveled highways.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

- Support and urge the implementation of the Plan in our final report.
- Fostering public support.

Strategy #3

1. Write your strategy in full:

Promote proactive state and county infrastructure funding in targeted growth areas.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

State and counties – direct funding for roads, schools, water and sewer to targeted growth areas as top priority to entice development. Some of this is being done now, but it needs to be more anticipatory and proactive. Prioritization should be at the neighborhood level, not site specific.

Utilize the transportation network model that was prepared to assist public response to appropriate forms of future growth during the public meeting process as a beginning to identify and support target growth areas in the region.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Harford Co. is starting to think along these lines. Southern states have does this for years with industrial development.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Strategy should be articulated and led at the county level with the cooperation of the state.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|-------------------------------------|
| Jan '04 | Policy formulated and in operation. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Development will go where the services are in place. Present policy has services following development, sometimes contrary to public policy. Public sector can better coordinate services if a neighborhood is viewed as an entity rather than on a site specific basis.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Policy will need strong civic and business leadership at both the county and state level for implementation. Vision 2030 is a logical leader.

Strategy #4

1. Write your strategy in full:

Enhance zoning protections and funding for open space and agricultural land preservation.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Increase funding of preservation programs.
- Create and maintain maximum density zoning in rural areas (1 unit/25+ acres).
- Add transfer of development rights (TDR) from rural areas to designated growth areas.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Baltimore County has excellent zoning and preservation funding programs. The Valleys Planning Council has played an instrumental role there.
- Montgomery County has had success with TDR.
- State GreenPrints, Program Open Space, and Rural Legacy programs.

- The Baltimore Regional Partnership published a study in October 2001 analyzing county growth projections and showing that the region is now slated to lose more than 82,000 acres in rural land to development between 2000 and 2020.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

BMC should convene the region's elected executives to set an ambitious rural preservation goal for the region and coordinate local policies to achieve it.

Baltimore County should convene a meeting of local planners in the region involved in rural preservation to tell the story of their program and the political dynamic that led to it.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Apr. '03 | Inventory completed of rural land protected and/or zoned effectively at 1 du/25+ acres. |
| Apr. '03 | Baltimore County convenes meeting of county planners on rural preservation strategies and Baltimore County's experience. |
| Fall '03 | BMC Board meets to set region-wide preservation goal for 2010, 2020, and 2030. |
| Yearly | BMC monitors progress toward regional preservation goals. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Baltimore County downzoned significant rural land starting in 1979, the same year they joined the newly formed Maryland Agricultural Land Preservation Program.

In Montgomery County, developments such as Hallowell have transferred substantial development from rural areas to growth areas.

7. Why should we commit to this strategy?

Our region's rural heritage is important for the diversity of our local economy, sources of fresh food, and our overall quality of life. The Baltimore Regional Partnership study "Planning for Sprawl" shows that we will lose a substantial part of that heritage over the coming 20 years if we do not act decisively and quickly to change our course. In addition, limiting the conversion of rural land to commercial and industrial development might mitigate the increase of chloride levels in the Liberty reservoir.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Oversight Committee could monitor and advise the counties on achieving progress in this area.

Vision 2030 Strategic Plan and Benchmarks

Neighborhood Community Character

Vision

The region has a network of safe communities that promote neighborliness, diversity, beautification, and open space and historic preservation.

Strategies

1. Revise zoning to encourage mixed use and transit-oriented development.
2. Develop jurisdictional historical master plans.
3. Promote walkable communities boosting proliferation of attractive sidewalks, enhanced pedestrian-style street lighting, street trees, traffic calming and reduction and other streetscaping measures.
4. Promote neighborhood beautification programs such as parks, plantings, billboard management, architectural standards and guidelines.
5. Encourage formation of community associations and promote neighborhood/community activities: special events, clean-up days.
6. Promote formation and build the capacity of new and existing neighborhood and community associations.
7. Promote resident involvement in community policing programs.

Strategy #1

1. Write your strategy in full:

Revise zoning to encourage mixed use and transit-oriented development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Could be done during local jurisdictions' comprehensive rezoning efforts in concert with non-profits and developers

Would need backing of County Execs and Councils/Commissioners.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Affordable housing – statewide MPDU's – CPHA comprehensive re-zoning taking place in Howard County.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- Local government officials.
- Local non-profits.
- Developers.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2 years | Assess current zoning regulations in local jurisdictions. |
| 3-5 years | Rewrite zoning regulations to increase mixed-use development, walkable communities. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

This strategy addresses many of the most pressing issues – affordable housing, sprawl, creating community, walkability.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Not sure, depends on the role of the committee in implementation.

Strategy #2

1. Write your strategy in full:

Develop historical preservation plans in each jurisdiction.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Work with local preservation organizations and Preservation Maryland and Maryland Historic Trust. Local planning departments and historic district commissions must be involved – only coordinated effort by several groups will make this work.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Preservation Howard County and Howard County government.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- Local non-profits.
- Local government officials.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Inventory and assess current historic resources. |
| 2 years | Develop plan with goals and objectives, action plans; set time frame for action plans. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No, but MHT might.

7. Why should we commit to this strategy?

We are losing our historic resources in the city and elsewhere. This is related to community building (historic perspective), beautification, and architectural integrity.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Not sure, depends on the role of the committee in implementation.

Strategy #3

1. Write your strategy in full:

Promote walkable communities boosting proliferation of attractive sidewalks, enhanced pedestrian-style street lighting, street trees, traffic calming and reduction, and other streetscaping measures.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Create a model program for attracting interest in supporting alternative community development opportunities.

Promote design standards to developers as an alternative to traditional development.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Chesapeake Bay Foundation, 1000 Friends of Maryland and the Baltimore Regional Partnership and others have been promoting this strategy as an alternative to traditional forms of development.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local government in cooperation with developers and interested groups involved in promoting this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|-------------|--|
| 2004 | Develop model program/ordinance for promoting the principles of walkable communities. |
| 2004 - 2010 | Promote design standards throughout the region with examples of walkable communities being in place. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

There are examples of this concept, probably represented through the new urbanism movement, on-going across the country.

7. Why should we commit to this strategy?

Current development patterns consume large acreages of land while utilizing walkable design standards would provide additional benefits of reducing dependence on the automobile.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee should promote examples of walkable communities and encourage developers to use this form of development.

Strategy #4

1. Write your strategy in full:

Promote neighborhood beautification programs such as parks, plantings, billboard management architectural standards and guidelines.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Local jurisdictions promote through neighborhoods community and homeowner associations, faith community, conservancies, nature center.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Parks and People Foundation, community associations, state programs – community parks and playgrounds, Program Open Space.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local jurisdictions and their officials in cooperation with Non-profits, environmental groups and associations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2 years | Some number of beautification projects, as defined, conducted by jurisdiction. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Implementing this strategy provides most visible examples of success of neighborhood/community/homeowner associations.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Perhaps in concert with or as subset of implementation of #1 strategy: promote formation of neighborhood and community associations.

Strategy #5

1. Write your strategy in full:

Encourage formation of community associations and promote neighborhood/community activities: special events, clean-up days.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Review and identify neighborhood/community models which demonstrate successful approaches to energizing the community to promote and sponsor community based programs that have addressed community level issues, neighborliness, community beautification, open space, and historic preservation.

Inventory community associations by jurisdiction and identify key regional type organizations.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- CPHA – Community Outreach Program.
- Parks and People.
- Columbia Association.
- Governor’s Office on Volunteerism.
- Baltimore Community Foundation.
- Enterprise Foundation.
- Abell Foundation.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local governments.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2004 | Inventory of neighborhood/community associations. |
| 2005 | Review and identification of models. |
| 2005 | Development of program share and implement model program. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- Columbia Association – Columbia, Maryland.
- Sandtown-Winchester.

7. Why should we commit to this strategy?

Through the promotion, enhancement and formation of neighborhood/community associations, issues raised during the Vision 2030 process, calling for community level involvement will have a greater opportunity to be addressed with a community level organization in place.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee may provide continued monitoring and evaluation of the implementation of visions and strategies.

Strategy #6

1. Write your strategy in full:

Promote formation and build the capacity of new and existing neighborhood and community associations.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Local jurisdiction should provide small grants and logistical support/education programs to neighborhood groups.
- Local jurisdictions require formation of homeowner associations as part of development plan for new housing.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Howard County Office of Planning and Zoning.
- Morgan State U. is providing support to NECO in Baltimore City.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local jurisdiction officials and Non-profits, community groups.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2 years | Some number of grants to community associations. |
| 2 years | Number of homeowner associations to number of new housing developments – 1.0. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Neighborhood or community associations would do much of the planning and “leg work” for preservation, beautification, and public involvement for implementing the other strategies.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Committee should contact local officials and ascertain extent to which associations exist and educate as to need for them.

Strategy #7

1. Write your strategy in full:

Promote resident involvement in community policing programs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Examine neighborhood crime prevention programs and create partnerships between communities, police agencies and states attorney offices.

Promote neighborhood crime prevention programs to neighborhood/community associations throughout the region.

Promote “National Night Out” as a means of engaging residents of communities to get involved in policing their community to prevent crime.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Governor’s Office on Crime Prevention.

Local Police agencies.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Local elected officials.

Local police agencies in partnership with neighborhood/community associations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Conduct inventory of models that have successfully executed programs that actually reduce crime in communities. |
| 2004 | Link community policing effort with safety/crime vision strategies. |
| 2005 | Execute a regional program to inform and engage neighborhood/community associations to establish community policing programs. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- National Neighborhood Night Out.
- Neighborhood Watch.
- Citizens on Patrol.

7. Why should we commit to this strategy?

Creation of programs to reduce crime that involves the community in policing itself will improve the resources available to not only reduce but prevent future growth in crime in communities.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee may provide continued monitoring and evaluation of the implementation of visions and strategies.

Vision 2030 Strategic Plan and Benchmarks

Parks and Open Space

Vision

A region of expansive acreage of forests and parklands that provide recreational opportunities and environmental benefits and include a mix of urban and suburban green spaces, community parks, recreational facilities, protected open space, and enhanced public access.

Strategies

1. Conduct a green infrastructure inventory (including forest, wetlands, fields, agricultural lands, streetscaping and urban parks) in all jurisdictions to guide decisions about which areas to protect and which ones to restore.
2. Establish regional targets for reforestation, forest protection and park development.
3. Set regional criteria for park development including adequate funding for maintenance, public safety, programming, and public support (volunteers, friends groups).
4. Develop a mechanism that provides expertise and capacity needed to hold title to land for protection and conservation purposes for parks and open space in urban and suburban areas. Engage all stakeholders (public and private) in the management and care of these properties.
5. Support development of a volunteer base and program to encourage community-based maintenance and programming for parks and open space.
6. Develop/support education initiatives and programs that highlight the importance and value of forested parks and private open space.
7. Develop an awareness campaign that highlights parks (bike trails, ball fields, open space, greenways) as an essential ingredient to crime prevention, health, economic development and neighborhood revitalization.
8. Enforce ADA requirements and improve public access.

Strategy #1

1. Write your strategy in full

Conduct a green infrastructure inventory (including forest, wetlands, fields, agricultural lands, streetscaping and urban parks) in all jurisdictions to guide decisions about which areas to protect and which ones to restore.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Maryland has prepared a statewide strategic forest assessment and Baltimore County has nearly completed its assessment. Baltimore City is just beginning its urban forest assessment. These efforts should be integrated and other local jurisdictions invited to participate so the regional forest system issues can be addressed at the level of detail needed to plan and make decisions about targeting sites, etc.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Many metropolitan areas are beginning to approach this issue in this fashion, meaning GIS and modeling. See American Forest web site for more information and USFS UFORE program. Maryland can be a leader with its Green Print and Forest Assessment, but this needs to be more fully integrated with local jurisdictional planning and environmental protection assessments and strategies with the intention of creating specific action plans for capital funded restoration, protection and conservation projects identified.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Baltimore Metropolitan Council should assist in leading a region-based forest management assessment that can be developed into a management plan. This would involve working with State and Federal agencies. Parks & People Foundation has developed these relationship and would be willing to partner with BMC to accomplish this task.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Organize team and review work accomplished to date. |
| 2 years | Complete assessment stage . |
| 5 years | Complete regional forest management plan with details for targets for protection and restoration (reforestation) having integrated this element with local land use plans and regional air and water quality plans. |
| 10 years | Accomplish half of the significant targeted plantings through multiple organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government forces and contractors; enlist the private sector and private property owners in this cooperative effort; resolve deer browsing problem and incorporate sustainable forestry harvesting aspects on targeted site this is felt appropriate; deal with forest health issues such as invasive plants. |
| 20 years | Accomplish 100% targeted planting and have moved on to fully range of forest health issues; create forest system that general public recognize as healthy and vibrant contributions to quality of life. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Baltimore County is a model locally; look to LTER network (NSF) and their experimental forests.

7. Why should we commit to this strategy?

Forest assessment leading to forest management plan will help public and private property owners adopt ecosystem management goals and techniques leading to greater resolution of Chesapeake Bay restoration and improve urban community life.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support federal and state funding to initiate effort and help to develop the public-private coalition; educate business and civic leaders on the meaning of ecosystem management and how this can be incorporated in all line of business and other activities in addition to land management.

Strategy #2

1. Write your strategy in full

Establish regional targets for reforestation, forest protection and park development.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Local and state jurisdictions, private property owners, and nonprofit conservation organizations should team up to develop an effective and consistent management system for public lands and cooperating private land owners to maximize ecosystem values through ecosystem management and restoration techniques and systems.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Revitalizing Baltimore project collaboration is in a position to begin this work.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

We would suggest the private sector take the lead with government agencies cooperating and assisting. Parks & People Foundation, manager of the Revitalizing Baltimore project could provide leadership with other organizations to create a coalition.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Form coalition and establish the ecosystem outcomes desired. |
| 2 year | Based on regional forest assessment and watershed restoration plans, select property targets and begin implementation of ecosystem restoration projects and management systems. |
| 5 years | Accomplish significant restoration projects as demonstration models. |
| 10 years | Begin to realize measurable ecosystem benefits and condition changes based on establish outcome measurements. |
| 20 years | General public can readily recognize ecosystem health improvements positively affecting quality of life for all living things. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

- Chicago Wilderness project.
- New York City Natural Resources Management Team.

7. Why should we commit to this strategy?

It is critical to sustaining quality of life within the Baltimore region and assisting with Chesapeake Bay restoration.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support federal and state funding to initiate effort and help to develop the public-private coalition; educate business and civic leaders on the meaning of ecosystem management and how this can be incorporated in all line of business and other activities in addition to land management.

Strategy #3

1. Write your strategy in full

Set regional criteria for park development including adequate funding for maintenance, public safety, programming, and public support (volunteers, friends groups).

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Address park resource deficiencies in older communities particularly in those communities with significant abandonment so that creation of adequate open space and other park amenities can be planned and implemented in coordination with urban redevelopment or older suburban needs for stabilization.

Address organizationally and structurally the lack of attention and interest by public agencies for small community-based parks and open space that often define the quality and character of small communities, usually used passively (this includes trails) that local agencies do not use for regional recreation and therefore do not generate revenue.

Establish a standard for maintenance and a minimum level of care that the public can expect that is adequately funded by sustainable public resources that is consistent among jurisdictions and not discriminatory to low income communities.

Create mechanisms so that communities can further improve or extend public maintenance to include beautification and ecosystem management.

Facilitate private mechanisms to assist low income communities to undertake self-help projects to improve park maintenance should they wish to do so.

Establish a regional park concept identifying unmet needs and opportunities based on land publicly owned but undeveloped for regional and/or community use.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Parks & People Foundation.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

DNR (as part of POS and its planning requirements) and Baltimore Metropolitan Council should assist in leading a region-based park maintenance assessment that can be developed into a management plan. This would involve working with State and Federal agencies. Consult and work with private sector regarding funding issue and assistance system for low income communities.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Organize team and complete detailed assessment of work needing to be done. |
| 2 years | Develop public-private coalition ready to address sustainable funding and regional equity issues. |
| 5 years | Complete assessment with action details including having implemented maintenance standards, identified small park opportunities to provide older communities with new amenities; resolve funding issues and social justice/equity issues; have negotiated a regional system of parks with possible joint funding mechanism; create a capital action plan for restoration and development of targeted parks as part of regional system. |
| 10 years | Accomplish half of the significant targeted regional projects through capital improvements funded by new public-private mechanism; have fully engaged a wide range of organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government agencies. |
| 20 years | Accomplish 100% targeted regional capital improvements and small park development targets and moved on to fully implement adequate maintenance programs to ensure sustainability of parks of all sizes that general public recognize as healthy and vibrant contributions to quality of life. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Boston, Chicago, St. Louis, go to Urban Parks Institute web site for more examples and details.

7. Why should we commit to this strategy?

Sustaining parks and open space in healthy, well-maintained conditions is essential to ecosystem management goals and improves urban community life.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support federal and state funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders on the requirements for adequate maintenance of public parks and a system of regional park system for use and funding.

Strategy #4

1. Write your strategy in full

Develop a mechanism that provides expertise and capacity needed to hold title to land for protection and conservation purposes for parks and open space in urban and suburban areas. Engage all stakeholders (public and private) in the management and care of these properties.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Explore creation of an urban land trust that is adequately funded to address park resource deficiencies in older communities particularly in those communities with significant abandonment so that creation of

adequate open space and other park amenities can be planned and implemented in coordination with urban redevelopment or older suburban needs for stabilization.

An urban land trust could address organizationally and structurally the lack of attention and interest by public agencies for small community-based parks and open space.

An urban land trust can help to organize and sustain community driven efforts to assist public agencies with maintenance of communities spaces.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Parks & People Foundation, Charm City Land Trusts, Baltimore County NeighborSpace program.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Maryland Environmental Trust and Parks & People Foundation could assist in nurturing creation of an urban land trust system.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Organize team and complete detailed assessment of work needing to be done. |
| 2 years | Develop public-private coalition ready to address sustainable funding and secure local government commitment to work together. |
| 3 years | Identified 250 small park opportunities to provide older communities with new amenities; resolve funding issues and social justice/equity issues; have fully engaged a wide range of organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government agencies. |
| 10 years | Identified 700 small park opportunities to provide older communities with new amenities. |
| 20 years | Identified 2000 small park opportunities to provide older communities with new amenities; fully implement adequate maintenance programs to ensure sustainability of parks of all sizes that general public recognize as healthy and vibrant contributions to quality of life. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Chicago NeighborSpace, Los Angeles Walk to the Park Initiative.

7. Why should we commit to this strategy?

Sustaining parks and open space in health well maintained conditions is essential ecosystem management goals and improves urban community life.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support state and local public funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

Strategy #5

1. Write your strategy in full

Support development of a volunteer base and program to encourage community-based maintenance and programming for parks and open space.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Support existing organizations working to mobilize volunteers to assist with parks maintenance and programming of activities.

Provide funding support for volunteer organizing efforts and programs.

Help to create improved communications systems to strengthen networking and information sharing among existing groups of volunteer working on park and community greening efforts.

Organize and officially support community greening celebration to acknowledge volunteers efforts and to support exchange of information among communities.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Chicago Open Lands, Philly Green, Parks & People Foundation.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Private sector should lead with support from public sector – Parks and People Foundation has developed a network that could form the basis for this work.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Organize team and complete detailed assessment of work needing to be done. |
| 2 years | Develop public-private coalition ready to address sustainable funding and secure local government commitment to work together; identified 1000 volunteers and support their efforts engaged in working in older communities. |
| 5 years | Identify 5000 volunteers and support their efforts engaged in working in older communities; resolve funding issues; have fully engaged a wide range of organizations working on a coordinated basis to implement the plan including community groups, nonprofits, government agencies. |
| 10 years | Identify 10,000 small park opportunities to provide older communities with new amenities. |
| 20 years | Identify 20,000 small park opportunities to provide older communities with new amenities; fully implement to ensure sustainability of volunteer efforts. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Philly Green; Chicago; LA; NY; Washington, DC.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work on urban forest health.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

Strategy #6

1. Write your strategy in full

Develop/support education initiatives and program that highlight the importance and value of forested parks and private open space.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Organize a campaign to draw attention to the value and importance of forested areas to the health of the regional ecosystem and what actions people can take to ensure sustainability of this resource.

Help to create improved communications systems to strengthen networking and information sharing among existing groups of volunteer working on forest health issues.

Create an Urban Watershed Forest Health Institute to focus on this agenda for the long-term including education, training, research and demonstration projects.

Seek national designation for the first Demonstration Urban Forest and consider the Gwynns Falls regional greenway for this designation.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

US Forest Service, Maryland Forest Service, Parks & People Foundation, and some other Bay oriented groups.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Private sector should lead with support from public sector – Parks and People Foundation has developed a network that could form the basis for this work.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Organize team, conduct focus group message research and launch campaign. |
| 2 years | Compete initiate campaign and evaluate results; research and plan adjustments and run |

| | |
|----------|---|
| | campaign and run campaign again in year three. |
| 5 years | Evaluate effectiveness of campaign and relate to other initiative so they are organized in a supportive way; reach agreement of designation of National Demonstration Urban Forest. |
| 10 years | Establish the Urban Watershed Forest Health Institute. |
| 20 years | General public supports healthy forest systems similar to that in some European cities. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Philly Green; Chicago; LA; NY; Washington, DC.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work on urban forest health.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

Strategy #7

1. Write your strategy in full

Develop an awareness campaign that highlights parks (bike trails, ball fields, open space, greenways) as an essential ingredient to crime prevention, health, economic development and neighborhood revitalization.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Organize a campaign to draw attention to the value and importance of parks to the health of the regional economic and ecosystem that targets decision-makers as well as the general public.

Draw upon recent research on this subject and explain to decision-makers the economic value of properly maintained parks to property values, crime reduction, etc.

Provide for a small grant program to engage community groups in park related community value projects including crime prevention, health, economic development and neighborhood revitalization.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

NRPA, NPS, Urban Parks Institute, Parks & People Foundation.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Private sector should lead with support from public sector – Parks and People Foundation has developed a network that could form the basis for this work.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Organize team, conduct focus group message research and launch campaign |
| 2 years | Compete initiate campaign and evaluate results; research and plan adjustments and run campaign and run campaign again in year three; implement community grants program |
| 5 years | Evaluate effectiveness of campaign and community grant s program as well as relating to other initiatives so they are organized in a supportive way |
| 10 years | General public supports healthy parks as an important indicator of health communities |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Philly Green; Chicago; LA; NY; Urban Parks Institute.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work to sustain parks.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

Strategy #8

1. Write your strategy in full

Enforce ADA requirements and improve public access.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Conduct and publish a survey of park users and developmentally disabled individuals and advocacy groups to determine the state of physical conditions in parks relating to ADA standards and public access issues including adequacy of public transportation to park facilities.

Working with a developmentally disabled work group, establish priorities to for remedial work needed to achieve ADA standards at high priority park facilities.

Establish a public-private initiative to remedy the deficiencies identified working with advocacy groups that can help with small project to improve access.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

NRPA, NPS, Urban Parks Institute.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Public sector should lead with support from private sector – focused on developmentally disabled advocacy groups.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 1 year | Organize team, conduct focus group research and physical survey. |
| 2 years | Complete the physical survey and establish priorities of park improvements need to achieve ADA standards. |
| 5 years | Complete the high priority improvements needed. |
| 10 years | Complete all improvements needed to eliminate all barriers to greater use of parks by all people. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Urban Parks Institute.

7. Why should we commit to this strategy?

Help to gain understanding and support from general public leading to action as volunteers that are willing to work to sustain parks.

8. Is there a roll for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, support private funding to initiate effort and help to develop the public-private coalition needed; educate business and civic leaders.

Vision 2030 Strategic Plan and Benchmarks

Public Safety and Crime Reduction

Vision

A safe region in which to live and work comprised of safe and secure cities and neighborhoods free of fear, crime, and drugs with adequate public safety personnel and facilities including police, neighborhood watch programs and community policing, street lighting, support centers for victims of crimes, special programs for youth offenders, fire safety programs, and an effective and convenient judicial system.

Strategies

1. Decentralize District Court and Criminal Justice resources i.e. Department of Juvenile Justice, Parole and Probation, and provide alcohol/drug treatment and mental health coordination at focal points.
2. Improve contact with at-risk youth within the school system through programs such as school policing and family counseling with mental health professionals inside schools.
3. Provide early intervention of first time juvenile offenders with more treatment and education resources as well as more detention facilities.
4. Encourage community based groups to identify specific problems which can be addressed through intervention by government or grants provided to the community-based groups i.e. community based youth panels which take ownership of problems and solutions.
5. Provide anti-domestic violence and sexual assault education at an early age through schools, churches, police, athletic leagues, youth centers and homes.
6. Expand public safety resources to meet community growth and needs.
7. Create a regional task force to study the relationship between ease of access throughout the region and the increased incidence of crime.

Strategy #1

1. Write your strategy in full:

Decentralize District Court and Criminal Justice resources i.e. Department of Juvenile Justice, Parole and Probation, and provide alcohol/drug treatment and mental health coordination at focal points.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Contact the District Court and supporting criminal justice agencies to advise them of the desirability of this.
- Collect statistics relating to zip codes of witnesses and locations of police witnesses by department or assignment for justification.
- Collect statistics on address of defendants or juveniles by zip code.
- Police departments compute mileage and cost of sending officers for district court including time of travel and cost of overtime to have people just driving.
- Request DJJ and P&P to identify location of clients by zip code and number of clients.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore City and County have District courts located around in several areas. I do not know about DJJ, P&P and counseling.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The counties and affected municipalities should request the statistics from the District Court and State agencies in Annapolis.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|-------------|---|
| Jan 03-04 | Collect statistics. |
| Jan-June 04 | Analyze by County. Request work be done by County planning. |
| June 04 | Recommend locations for future court and CJ facilities. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

State District Court resources to support district court activities should be dispersed to bring services to all citizens. Currently, for example the State multi-service center for Harford County is located in Bel Air. This includes the District Court, DSS, DJJ, P&P and other services needed by citizens at the other end of the county.

Eighty percent of the crime and traffic cases in Harford County come from the Aberdeen, Edgewood and Havre de Grace areas of the county. There are four police agencies, (Aberdeen Police, Havre de Grace Police, Harford County Sheriff's Southern precinct, and the Kennedy highway barrack of the Maryland State Police) which patrol this area. Yet every agency must send their officers a half hour drive from the district to Bel Air for court, one hour round trip. In other words the police cost are driven up by thousands of hours of wages, overtime, gas and wear on vehicles. Meanwhile, the areas that the police have left are without police protection.

The same is true for the victims and witnesses, many without cars or licenses that have to spend half a day traveling to court by walking to bus stops, riding the county bus through its route and going through same for the return. Often all this trouble is for a case where the defendant fails to appear or the case is postponed, a jury trial is sought or the case is plead out. Then the police, victims and witnesses trek back.

The other side of this is that the juveniles that are supervised by DJJ or the defendants on probation have travel to Bel Air to see their agents and in some instances cannot participate in programs for lack of transportation. When the agents have located their offices in the southern part of the county, the agents still have to travel to Bel Air for court appearances in the middle of the day.

The location of State facilities should be in the area of greatest need, convenience and use. Concern should be given to the expense to the county and municipal governments, the additional traffic, parking and

pollution problems caused by centralization of services, the inconvenience to victims and citizens; rather than the negligible cost savings to the State.

Satellite locations could be built rather than expanding existing buildings. This would afford easier access to criminal justice resources as well as health department services, drug, alcohol, juvenile and family counseling. But satellite locations have not been built because it is inconvenient for the District; although they have no reason.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #2

1. Write your strategy in full:

Improve contact with at-risk youth within the school system through programs such as school policing and family counseling with mental health professionals inside schools.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Begin with county governments and school boards, police departments to discuss commitment of resources and acceptance of idea. Pitch to county economic development office, chamber of commerce and college and job recruiters. Locate services such as a school based LCSW-C, and individual and family counseling opportunities in the schools. Establish community police initiatives in schools to allow youngsters to meet police in a non-confrontational atmosphere. Provide school space for after school job recruiters such as the military, volunteer programs (Peace Corps, Americorps, volunteer fire companies) and other employers and encourage them to come to the schools.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Some schools have school-based social workers, and there are some school policing programs.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Criminal Justice Coordination Council in each subdivision.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| Jan 2003 | Present proposal to CJCC. |
| May 2003 | Proposal presented to component partners. |
| Jul 2003 | Implement policy. |
| 2004 | Budget for additional counseling staff through school budget. |
| Jul 2004 | Hire personnel. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Many of communities' problems are related to young people failing or leaving school. Once out of school they become problems for the police and local businesses. Some of these kids leave school because of family problems or lack of family support. While they remain in school they are behavior problems, creating problems for teachers and administrators, but their behavior problems are related to undiagnosed health issues or family dysfunction. In the long run these children cost society in added supervision, criminal justice costs and lost productivity.

The only real opportunity to help these children is in the school. While we provide free meals in schools to nourish their body we fail to help them deal with the issues of spousal and child abuse, drug and alcohol abuse, crimes that occur in their homes and psychological problems. Their behavior distracts teachers and prevents their classmates from getting a good education. Principals and guidance counselors are not competent to deal with these issues.

The only professional that can deal with the individual, the family, behavioral problems and psychiatric and behavioral diagnosis is a licensed clinical social worker (LCSW). In order to have them available to respond immediately to classroom problem, truancy, abuse or neglect the LCSW must be employed by the school system and be in the school. This would allow them to do classroom observation, behavioral modification in the classroom, work with and counsel teachers and administrators, be available to meet with children and families.

Teenagers have limited opportunities to learn about employment and volunteer openings. Schools need to provide an office (not a table in a hallway) for military recruiters, employment recruiters, and volunteer organizations (fire companies, hospitals, church or school groups) to use to meet privately with students.

Many children only meet with police during stressful or negative circumstances and often hear negative comments about the police. To counteract this school police officers allow children to meet them in a neutral or even positive light. The children can also help the police to learn about problems in the school or neighborhood.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #3

1. Write your strategy in full:

Provide early intervention for first time juvenile offenders with more treatment and education resources as well as more detention facilities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Intervention must be quick – consequence must begin within days of act. Parent/guardian must voluntarily participate. Consequence must satisfy victim/s and government. Reward is no criminal record will be made for successful completion.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore County Police Department and Maryland Department of Juvenile Justice.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Maryland Department of Juvenile Justice – State-wide agency.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 1 year | Recidivism rate – compared to non-participating offenders. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Yes – Juvenile Offenders in Need of Supervision – Baltimore County.

7. Why should we commit to this strategy?

Juveniles who are basically good sometimes get involved with others who lead them into crime. Some juveniles do not know consequences of behavior until they have been arrested. If juvenile crime is not addressed and reduced there will be very little change in current adult crime statistics.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #4

1. Write your strategy in full:

Encourage community based groups to identify specific problems which can be addressed through intervention by government or grants provided to the community-based groups i.e. community based youth panels which take ownership of problems and solutions.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Contact the Criminal Justice Coordinating Council for each county to discuss feasibility.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Several of the Hot Spot designated areas have groups like this at work in the Hot spots. Harford County also has a grant program available to community organizations to fund initiatives to assist youth.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Either the local CJCC, local government or community policing or prosecution unit should be the sponsor to contact the various parties and ask them to come together to discuss an ongoing dialogue of issues and solutions.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| Jan 03 | Agreement to sponsor initiative in each county. |
| Mar 03 | Identification of target communities. |
| Apr 03 | Contact relevant parties. |
| May 03 | First meeting. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Hot Spot initiative has accomplished this in some areas. The City of Havre de Grace has a group put together by the mayor.

7. Why should we commit to this strategy?

The purpose of this is to empower citizens to deal with crime problems in their communities. Often citizens know of quality of life crime (disturbing the peace, loitering, dumping, zoning and building code violations) but do not have a path to bring them to the attention of government or help plan a response. Further citizens do not understand the response of police and prosecutors to crime. The citizen becomes frustrated with what they see as a lack of response or caring from the law enforcement community, when in fact the police do not have the facts they need to take action. By bringing them together, both sides learn of the other's concerns and how to help one another to solve the community's problems. The government agencies learn of the inner workings of the community and identify previously unknown problems.

The community group can also set up a youth panel to sit in judgment of minor juvenile cases and come up with dispositions that benefit the child and the community. They can set up community mediation projects to help solve neighbors' differences.

The government could help citizens identify funding available for private groups to solve community problems.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, I think that a presentation should be made to the local CJCC as to how this fits into the concerns raised at the 2030 meetings.

Strategy #5

1. Write your strategy in full:

Provide anti-domestic violence and sexual assault education at an early age through schools, churches, police, athletic leagues, youth centers and homes.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Curriculum should be developed for education of students at an early age. Reinforcement of this education is needed at home, churches, police athletic leagues, and youth centers. These children need to know it is wrong to harm someone either physically or psychologically for personal gratification.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore County Public Schools and Police Department teach courses on “anti-bullying” and domestic violence abatement.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

School systems with Department of Social Services, State’s Attorneys, county, police, and religious institutions.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| Years | Any decreases in crimes associated with “domestic violence” and sexual assaults involving known parties. Potentially there will be increases in reported crimes initially then settle. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

These problems are increasing. Often these negative traits are learned and passed on or accepted and passed on. The problem is wide spread and touches all socioeconomic levels.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #6

1. Write your strategy in full:

Expand public safety resources to meet community growth and needs.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

There needs to be commensurate increases in public safety resources to keep up with population increases and demographic changes and trends. Crime and drug abuse need to be tracked to ensure appropriate resources are redirected.

Population shifts need to be met with resource shifts. Technology advancements are needed to shift laborious tasks from people to machines. Age specific problems need to be met with age specific programs, i.e. youthful population prone to crime versus aging population.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Regional approach by crime analysis and analysis of demographic and census information. 77% of population and 87% P&I crime (?) is in the Baltimore-Washington Suburban Corridor.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 5 years | Crime trends and involvement of repeat offenders. |
| | Crime reduction/increased clearance rate. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

A minority of offenders commits the majority of the crime. If they can be identified, arrested, convicted, sentenced and incarcerated, they cannot commit other crimes. A regional approach to enforcement, prosecution, and incarceration would be more effective and efficient without suspects being overlooked or missed.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

N/A.

Strategy #7

1. Write your strategy in full:

Create a regional task force to study the relationship between ease of access throughout the region and the increased incidence of crime.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Appoint a regional task force composed of law enforcement representatives; local and state, academic faculty specializing in crime studies, states attorneys, and other appropriate organizations and groups focused on crime prevention.

The task force will examine the relationship between transportation opportunities, highway and transit, and its availability as a factor in the increase in crime throughout the region.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Not on a regional level.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The elected officials in concert with law enforcement agencies in the region and at the state level.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Appoint a Task Force. |
| 2004-2005 | Complete the analysis and produce a report on their findings and conclusions. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Increases in crime in certain suburban areas of the region have been attributed to the presence of rail transit. In fact, the increase in crime in suburban areas of the region has occurred equally in areas whether rail transit does or does not exist. To further support the extension of rail transit throughout the region, perceptions concerning the relationship between all forms of suburban access need to be studied and documented.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can provide the coordination and support needed to execute and disseminate the information to the public in the region.

Vision 2030 Strategic Plan and Benchmarks

Redevelopment

Vision

A region that redevelops and revitalizes its urban core, existing communities and town centers, vacant buildings, abandoned sites, brownfields, grayfields and landmark structures to create a sense of community, improve quality of life, promote transit-oriented development, and preserve undeveloped land. Redevelopment and revitalization are accomplished through the mobilization of public and private resources, reinvestment, infrastructure repairs, financial incentives, and infill construction.

Strategies

1. Focus state and regional attention on the need to take immediate steps to support initiatives that redevelop and revitalize the region's central business district and surrounding communities which will provide renewed emphasis on supporting the growth of residential, commercial and employment opportunities.
2. Promote the revitalization of older suburbs and town centers based on local strategic redevelopment plans; target use of flexible federal, state or regional resources to facilitate improvement of existing infrastructure systems and utilization of vacant and underutilized buildings, available in-fill sites and brownfield sites.
3. Prioritize transportation expenditures toward the development of a system of transportation opportunities that enhance accessibility and provide efficient connections for the region's population to the central city, cultural facilities and attractions, town centers, older urban centers, port related businesses and redevelopment sites and regional employment opportunities.
4. Integrate all modes of transportation to support transit oriented/mixed use developments.
5. Prioritize public resources and encourage private initiatives that support the improvement in the quality of life in communities throughout the region.

Strategy #1

1. Write your strategy in full:

Focus state and regional attention on the need to take immediate steps to support initiatives that redevelop and revitalize the region's central business district and surrounding communities which will provide renewed emphasis on supporting the growth of residential, commercial and employment opportunities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Prepare and adopt a written agreement between state and local jurisdictions which supports core redevelopment in the central business district and surrounding communities. The agreement should establish redevelopment goals and set funding priorities for housing, commercial revitalization and transportation infrastructure.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- The Downtown Partnership.
- Westside Renaissance.
- Baltimore Development Corporation.
- Baltimore Heritage Area Management.
- Baltimore City Main Street.
- Main Street Maryland.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

State and local elected officials in cooperation with public entities listed in item 3 plus central city developers.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | Develop and adopt agreement. |
| 2005 | Develop a comprehensive plan for identification of infrastructure projects to support redevelopment opportunities. |
| 2006 | Establish a long-range funding program. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Office of Smart Growth promotes redevelopment through programs covering areas such as Community Legacy, Main Street, Neighborhood Partnership and Neighborhood Conservation.

7. Why should we commit to this strategy?

Revitalization of the central business district through a concerted effort by all of the region's elected officials is the only workable approach to reverse the effects of years of suburban flight of residential, commercial and employment opportunities from the city.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can advocate and support efforts to implement this strategy, encouraging elected officials to seek private sector involvement and secure funding for redevelopment and revitalization projects.

Strategy #2

1. Write your strategy in full:

Promote the revitalization of older suburbs and town centers based on local strategic redevelopment plans; target use of flexible federal, state or regional resources to facilitate improvement of existing

infrastructure systems and utilization of vacant and underutilized buildings, available in-fill sites and brownfield sites.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Prepare and adopt written agreements between state and local elected officials which support the identification of key projects and funding opportunities to assist in revitalizing selected areas in each jurisdiction.

- State and regional training and technical assistance to local organizations to help in preparing comprehensive revitalization strategies; and accompanying funding strategies.
- Funding coordination assistance to address all redevelopment needs and issues.
- Commitment from federal, state and regional agencies to work cooperatively in assuring that necessary resources to implement the redevelopment strategies are provided in a timely manner and with reasonable flexibility.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- DHCD (Department of Housing & Community Development) through Community Legacy program.
- 1000 Friends of Maryland.
- Citizens planning Housing Association (CPHA).
- Baltimore City Planning Department's SNAP.
- Mayor's Office of Neighborhoods, Baltimore.
- Program 5000.
- Port master Plan.
- DHCD Heritage Tourism Program.
- Main Street Maryland Program.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

State and local officials and non-profit representatives should cooperate in strengthening existing programs that assist in plan development and in providing coordinated and flexible funding resources.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2004 | Develop and sign a regional agreement. |
| 2005 | Develop a comprehensive program to identify selected redevelopment/revitalization areas in each jurisdiction. |
| 2006 | Identify a funding plan and secure funds. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

DHCD's Community Legacy Program.

DHCD's Heritage Tourism Program.

7. Why should we commit to this strategy?

Committing to this strategy will provide the focus to successfully accomplish revitalization and redevelopment opportunities at a selected number of sites in the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, to assure that all local governments and non-profit organizations in the region are aware of the programs that can provide them flexible funding.

Strategy #3

1. Write your strategy in full:

Prioritize transportation expenditures toward the development of a system of transportation opportunities that enhance accessibility and provide efficient connections for the region's population to the central city, cultural facilities and attractions, town centers, older urban centers, port related businesses and redevelopment sites and regional employment opportunities.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Examine the Baltimore Region's Transportation Improvement Program with the intent of identifying a schedule of projects which best promote revitalization/redevelopment opportunities in the region.

Focus revitalization/redevelopment funding to areas that have the greatest potential to achieve an integration of all modes of transportation.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore Regional Partnership

Downtown Partnership

Westside Renaissance, and others

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

BRTB, MTA, State and local elected officials, and regional organizations who have promoted revitalization and redevelopment.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2003 | Identification of transportation projects that support revitalization/redevelopment opportunities. |

| | |
|-------------|--|
| 2003 | Development of a "Plan of Action" program to focus efforts on identified key revitalization/redevelopment sites and available resources in the region. |
| 2004 - 2010 | Implement Plan of Action. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Focusing the region's effort on revitalizing/redeveloping a limited number of key sites will maximize the region's resources to create successful projects.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can work cooperatively with the Baltimore Regional Transportation Board to prioritize projects that assist in implementing this strategy.

Strategy #4

1. Write your strategy in full:

Integrate all modes of transportation to support transit oriented/mixed use developments.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Utilize the transportation network model and technical results, prepared for the public meeting process, as a beginning for the identification of priority transit corridors where revitalization/redevelopment opportunities can become the alternative to suburban sprawl.

Study priority transit corridors and identify key sites where revitalization/redevelopment can be maximized with transit opportunities.

Identify transportation facilities/services needed to support transit oriented/mixed use developments.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Baltimore Regional Partnership.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

BRTB, MTA, state and local elected officials, and regional organizations, developers and other groups involved in revitalization and redevelopment.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2004 | Refine regional modeling efforts to modify decisions on transportation funding. |
| 2005 | Identify priority transit corridors. |

| | |
|------|--|
| 2005 | Reshape the Transportation Improvement Program which prioritizes transit projects supporting transit oriented/mixed use development. |
|------|--|

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

There are examples around the country where efforts are made to integrate all modes of transportation in a manner that supports transit oriented development. The efforts by the Maryland Transit Administration and Baltimore County to develop the Owings Mills Town Center project represents an opportunity to bring about transit oriented development.

7. Why should we commit to this strategy?

Transit oriented development offers the greatest opportunity to reshape regional land use and provide transit service to the region's population.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can promote before the Baltimore Regional Transportation Board, transportation projects that implement this strategy.

Strategy #5

1. Write your strategy in full:

Prioritize public resources and encourage private initiatives that support the improvement in the quality of life in communities throughout the region.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Address community needs in a manner that places critical quality of life services within the community.

Coordinate the integration of needed services in areas where revitalization/redevelopment are planned to increase marketability.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Groups such as the Downtown Partnership, Dundalk Renaissance, Westside Renaissance, faith based organizations, etc.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

State Department of Housing and Community Development, Office of Smart Growth, CPHA, and local planning and zoning agencies.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | Initiate an examination of community needs in identified revitalization/redevelopment areas. |

| | |
|------|--|
| 2005 | Prioritize and allocate funding sources to specific project areas. |
|------|--|

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No regional effort to identify and prioritize redevelopment/revitalization sites.

7. Why should we commit to this strategy?

In many cases, revitalization/redevelopment areas lack needed community services to support residential opportunities. Without a concerted effort to provide the needed services and relocate those that are not compatible with revitalization/redevelopment plans, areas will never achieve the desired level of economic viability.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can promote the need to fund, at the local level, projects that improve community services in redevelopment/revitalization areas. Supporting programs developed by the Maryland Office of Smart Growth will assist local governments in provided needed services.

Vision 2030 Strategic Plan and Benchmarks

Regional Issues

Vision

A cohesive region with dynamic public and private leadership where residents have awareness, willingness, and opportunity to actively cooperate in effective and efficient planning and problem solving while maintaining a respect for local needs.

Strategies

1. Establish an entity focused on the implementation of Vision 2030 initiatives.
2. Educate the public and decision-makers through this new entity on the importance of Vision 2030, the key role their participation plays in making the vision a reality, and the progress of implementation.

Strategy #1 and #2

1. Write your strategy in full:

Establish an entity focused on the implementation of Vision 2030 initiatives.

Educate the public and decision-makers through this new entity on the importance of Vision 2030, the key role their participation plays in making the vision a reality, and the progress of implementation.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Identify organizations and leaders to be included as part of organization.

Identify other charitable and community groups to outreach and discuss importance of cooperation among counties and full implementation of Vision 2030 goals and objectives.

Create a public relations strategy to market Vision 2030 and its positive impact in the region.

Develop a leadership program for Vision 2030 initiatives.

Create an annual “report card” of successful implementation of Vision 2030 initiatives (Vision 2030 Success Index).

Conduct regular dialogue with county and regional elected officials urging Vision 2030 principles to be included as part of every public policy initiative.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

None that exists in this region that covers all areas of Vision 2030 initiatives. There are many organizations/entities that focus on components of Vision 2030 (GBC, Baltimore Regional Partnership, foundations, etc.).

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Vision 2030 Oversight Committee in conjunction with BMC – these groups should develop composition and responsibilities and funding of organizations.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 3 months | Adoption of Vision 2030 goals and creation of non-profit entity. |
| 12 months | Vision 2030 Success Index – regular evaluation of implementation progress of initiatives that will be widely circulated to public, elected officials and media. Success Index would incorporate benchmarks set by each other category. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Knoxville has a foundation of this type.

7. Why should we commit to this strategy?

Without a leadership organization overseeing the effective implementation of vision statements, Vision 2030 is a document without teeth and no way to ensure follow-up.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, see #4 above.

9. Additional Remarks

This may be the key proposal to ensure that elected officials and citizens remain focused on goals and objectives set out in this document.

Vision 2030 Strategic Plan and Benchmarks

Social Issues

Vision

A region of ethnically and economically diverse communities which provide opportunities for children, youth, seniors and other segments of the population and where problems such as poverty, racism, crime and drug addiction are minimized.

Strategies

1. Encourage public and private financing for development that is ethnically and economically diverse.
2. Initiate a regional campaign to open dialogues about racism, its motives, its causes, its impact and its elimination, as well as to reduce fears of living in close proximity to other cultures and races.
3. Provide facilities and programs for children, youth and seniors that are accessible by walking or by convenient public transportation.
4. Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.
5. Create statewide legislation with adequate funding to provide substance abuse treatment on demand.
6. Support programs that reduce poverty throughout the region.
7. Restrain public funding (transportation, facilities, etc.) to development which is ethnically and economically diverse.

Strategy #1

1. Write your strategy in full:

Encourage public and private financing for development that is ethnically and economically diverse.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Create planning and zoning incentives for MPDU development (e.g. density bonus)
- Create grant and loan guarantee programs for that portion of a development which serves moderate/low incomes.
- State action to limit PFA designation to areas covered by an Moderately Priced Dwelling Unit (MPDU) ordinance.
- BMC action to allocate transportation dollars only to areas covered by a MPDU ordinance
- City/County action to designate by ordinance MPDU areas (whether all or part of city or county).

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Montgomery County's MPDU program.
- State of Maryland has small pilot grant program.
- CPHA is pushing this strategy.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- Churches and civic organizations must educate and organize.

- Political leaders must stick their necks out and lead.
- Legislative and County/City Councils must legislate.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2002 | Vision 2030 endorsement. |
| 2003 | BMC endorsement. |
| 2004 | Legislative enactment. |
| 2005 | Counties and Cities begin designation. |
| 2006 | PFA restriction takes effect. |
| Annually | Percentage of region with land use regulations that favor diverse development. |
| | Percentage of region with zoning restrictions that favor diverse development. |
| | Percentage of region with density bonuses that favor diverse development. |
| | Funding devoted to incentive programs that favor diverse development. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Montgomery County has had a county-wide MPDU for 25 years. MPDU Ordinance means that any development over 20 units must have at least 15% of its units designated for moderate income tenants/owners and 5% for the poor.

7. Why should we commit to this strategy?

Deconcentrating poverty – in a way that avoids reconcentrating it elsewhere – will provide more equal opportunity for all citizens, especially children, eliminate a major factor driving sprawl, and address our legacy of racial and economic segregation.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. This strategy needs support of Vision 2030 and BMC if it is to gain momentum for implementation.

Strategy #2

1. Write your strategy in full:

Initiate a regional campaign to open dialogues about racism, its motives, its causes, its impact and its elimination, as well as to reduce fears of living in close proximity to other cultures and races.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Important to educate middle class whites the value of diverse communities.
- Important to educate middle class suburbia that there is in fact racial/cultural friction in the region which needs to be addressed.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No, but the National Association for the Advancement of Colored People would probably embrace this strategy.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Faith institutions and anti-racism groups, with support from local governments and businesses.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|-------------------------------------|
| | More integrated neighborhoods. |
| | Less flight to suburbia and beyond. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The frequent instability of integrated communities that over time resegregate from majority-white to majority-black helps to drive sprawl.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The overarching explanation as to why this strategy is a worthwhile endeavor.

Strategy #3

1. Write your strategy in full:

Provide facilities and programs for children, youth and seniors which are accessible by walking or by convenient public transportation.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Policy (state and local) to fund new educational, health and recreational and cultural facilities only if they are foot/transit accessible to enough clients to justify them, i.e. Don't Build It Where They Can't Come.

Policy to direct programs, activities and events especially for children and seniors to foot/transit accessible facilities, i.e. If You Build it Where They Can Come, They Will.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

- BMC could help develop criteria for such a policy.
- Local government needs to make policy (city/county/council).
- Local administration (education boards, senior citizen councils, etc) need to implement.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| | Percentage of youth and senior activities scheduled in places with convenient transit access. |
| | Percentage of participants in such programs who walk, bike or bus. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Kids and seniors have the least access to cars and are most impacted by programs that are only auto accessible. Whether it's a ball game for 10 year olds or a bingo game for 70 year olds, it serves better if you can walk, bike or bus.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

It fits into the overall vision.

Strategy #4

1. Write your strategy in full:

Initiate a statewide campaign with adequate funding to substantially reduce teenage pregnancy.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Adequate funding for massive outreach campaign.
- Programs to encourage parents to get more engaged with their children.
- Establish more activities for teens, especially after school programs and during the summer.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Family Health Administration – Department of Health and Mental Hygiene though funding to local health departments.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

State Health Secretary – he is publicly charged with the public health welfare of all Maryland citizens.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|-------------------------------|
| | Reduce infant mortality. |
| | Reduce out of wedlock births. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Teenage pregnancy, especially among single women, probably contributes more to society's ills (drug addiction, poverty, illiteracy, crime) than any other single cause.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Encourage more support/funding from State agencies to local health departments and local departments of social services. Engage private and non-profit participation.

Strategy #5

1. Write your strategy in full:

Create statewide legislation with adequate funding to provide substance abuse treatment on demand.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Middle class support/demand.
- Appropriate legislation.
- Adequate funding in Governors' budget.
- Professional career pattern for substance abuse counselors.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

State Alcohol and Drug Abuse Administration.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Governor/Lieutenant Governor/General Assembly – role should be leadership to ensure the job gets done.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---------------------------------|
| | Reduction in crime. |
| | Reduction in recidivism. |
| | Reduction in prison population. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Baltimore City Health Department has advocated for this concept. Commissioner claims \$40 million are necessary. State has provided substantially fewer funds.

7. Why should we commit to this strategy?

Drug addiction is one of the primary causes of crime, poverty and social dysfunction, which destroys neighborhoods and affects communities throughout the region.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Advocacy at the Governor/General Assembly level.

Strategy #6

1. Write your strategy in full:

Support efforts to reduce poverty throughout the region.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Assure access to jobs and family supporting wage and benefits.
- Assure access to training for such jobs.
- Assure access to health care and legal services.
- Provide transportation links between jobs and homes.
- Remove barriers to economic stability.
- Protection from discrimination based on race, class, ethnic background in the city and region re jobs.
- Assure access to high quality public education.
- Provide housing for all economic groups near jobs with family supporting wages and benefits.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Center for Poverty Solutions, Jobs Opportunity Task Force, Homeless Persons Representations Project, Legal Aid, Public Justice Center, Advocates For Children and Youth, Center For Fathers, Families and Welfare, Maryland Center For Arts and Technology, CPHA, Mayor's Office on Employment and Development, County counterparts to employment.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

Coalition lead by City and County employment development offices, Centers For Poverty Solutions, Job Opportunities Task Force, CPHA and Advocates For Children and Youth.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2004 | Percentage of families in region meeting Advocates For Children and Youth, Family Economic Self Sufficiency Standards for Maryland. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Various.

7. Why should we commit to this strategy?

The region cannot prosper with remaining areas of concentrated poverty. We cannot attract /retain employees without a skilled workforce. The health of the whole depends on the health of all its parts.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

- To make clear what the facts are about the extent and level of concentrations of poverty.
- To identify key causative factors.
- To identify public and private groups with expertise and responsibilities.
- To give potential support to providing solutions.

Vision 2030 Strategic Plan and Benchmarks

Transportation

Vision

There is a fully funded, safe, and convenient transportation system for moving goods and people within the region and beyond helping to shape and direct the region's growth. The public transit system is reliable, understandable, affordable, clean, safe, efficient, and accessible to all residents. The highway system is connected and efficient with priority improvements focused on congested and distressed areas. The pedestrian and bike trail system is interconnected throughout the region.

Strategies

1. Identify and implement adequate funding for mass transit and other transportation modes.
2. Improve coordination within and between jurisdictions when planning transportation improvements.
3. Create a comprehensive radial and circumferential, intra- and inter-regional, rapid or heavy rail and/or light rail system to connect major employment centers with each other and with residential areas.
4. Improve the interconnection of transportation elements (automobile, bus, rail, and paratransit) within and among jurisdictions.
5. Conduct public information campaign to promote awareness of transportation issues affecting the region, to inform residents of the following strategies, and to generate their support.
6. Expand opportunities for public input in the transportation planning process.
7. Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects
8. Improve incentives to use alternative transportation modes such as carpooling or mass transit.
9. Create a car-share program.

Strategy #1

1. Write your strategy in full:

Identify and implement adequate funding for mass transit and other transportation modes.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Adequately fund highway, airport and port needs. (A \$26 billion shortfall exists in transportation funding over the next 25 years).

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

- Maryland Chamber of Commerce.
- Marylanders for Better Transportation.
- American Consulting Engineers Council of MD.
- Various County Chambers of Commerce.
- Washington Board of Trade.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Baltimore Regional Transportation Board should be at the forefront of this effort. They should lobby the Governor, the Maryland Department of Transportation and the General Assembly to secure funding approval.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---------------------------|
| April 2003 | Research funding sources. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Without adequate funding source for Mass transit, the goals relative to Mass transit and goals relative to an expanded mass transit effort in this region will never be met.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, there is a role. The Vision 2030 Oversight Committee could endorse various proposals relative to separate funding sources for transit.

Strategy #2

1. Write your strategy in full:

Improve coordination within and between jurisdictions when planning transportation improvements.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Recommend that the Baltimore Metropolitan Council expand oversight to include local transportation plans as well as those that are more regional or statewide significance. This planning process would require coordination between the counties to insure that actions within one county relative to transportation don't adversely affect an adjacent county. This would require review by staff of county plans. Some of this may already be done; however, a renewed or expanded effort should be initiated.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

None other than the existing transportation planning organizations at the state, regional and local level.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Baltimore Regional Transportation Board should be at the forefront of this effort. They should lobby the Governor, the Maryland Department of Transportation and the General Assembly to secure funding approval.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|----------------|---|
| Summer of 2003 | A definitive process, checklist, etc. be implemented. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Without adequate funding source for Mass transit, the goals relative to Mass transit and goals relative to an expanded mass transit effort in this region will never be met.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, there is a role. The Vision 2030 could provide advocacy for this and provide an impetus to the development of the strategy.

Strategy #3

1. Write your strategy in full:

Create a comprehensive radial and circumferential, intra- and inter-regional, **rapid or heavy rail** and/or light rail system to connect major employment centers with each other and with residential areas.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Establish a sufficient funding base for mass transit. See transportation strategy #1, being submitted by Don Mongan. Revise and expand the MDOT Transportation Plan to achieve the strategy noted above.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Maryland Department of Transportation has prepared a strategy, but it is far less ambitious. I believe that their strategy is described in the "2002 MTA Transportation Plan." This document is located at the following URL: <http://www.mdot.state.md.us/transplan/MD2002Plan.pdf>

Note: the Maryland Transit Administration is currently studying the feasibility of a circumferential light rail line from Bethesda to New Carrollton.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Governor. This project will require extensive State funding, and if the Governor is not in a lead position with the project, it will not happen.

The Maryland Department of Transportation. The Governor will engage the Secretary of the Department of Transportation to help sell the idea and implement it.

The County Executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the State of Maryland, and if

they all get strongly behind the idea, it will represent a considerable pressure point for the Governor to support it.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such a comprehensive system for the health of the region. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership, for its role in educating and mobilizing communities and the public as a whole.

Of course, the Baltimore Metropolitan Council has an important role, too, in pursuing this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | New, comprehensive plan completed. |
| 2010 | Service begins to Columbia and Annapolis. |
| 2020 | All radial lines completed. |
| 2030 | All points linked with circumferential connections. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

The Washington, D.C. subway system has been praised as being successful. While it is a radial system, it is quite extensive, and it does take riders in all directions from the central city. It is used by employees as well as tourists, and by persons of all different income levels.

The following URL shows the extent of the Washington, D.C. system:

<http://www.wmata.com/metrail/systemmap.cfm>

7. Why should we commit to this strategy?

This may be the one idea with the greatest impact on transportation in the region. It has the potential to reduce the rate of congestion, reduce pollution, and improve the accessibility of places of live, work, and play for all of the region's residents.

This strategy supports one of the Social Equity principles, "Land use and transportation planning that does not require that a household have a car to live successfully in any community." (Page 6.3 in recent Vision 2030 binder).

Some people say that they would ride a transportation system "if it went where I need to go." The current Metro and light rail systems are too limited to address this sentiment.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 has an important advocacy and monitoring function. It needs to keep the strategy on the "radar screen" of the County Executives and the Mayors. It needs to seek a quarterly report from the

Maryland Department of Transportation about progress, and then to share that report with the County Executives and the Mayors.

9. Additional Remarks

A comprehensive subway and/or light rail system for the region cannot, by itself, be a silver bullet that will achieve our mega 2030 Vision. It has to be a part of a comprehensive package of integrated efforts in economic development, environment, and social equity. Actually, without a total approach, the contribution of any one of the strategies (from any of the work groups) may be disappointing.

Strategy #4

1. Write your strategy in full:

Improve the interconnection of transportation elements (automobile, bus, rail, and paratransit) within and among jurisdictions.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Seek a specific legislative mandate to the Maryland Department of Transportation to achieve the strategy. One of the ways that the MDOT's five year Capital Improvement Program (CIP) can be evaluated by the Governor and the Maryland General Assembly is the extent to which it implements this strategy. Revise the MDOT Transportation Plan to achieve the strategy noted above.

This strategy basically relates to the transportation planning function, and the relatedness of planning among State government and the local jurisdictions. It is recommended that the transportation planners in State and local governments meet at least quarterly (if they do not already do so) to uncover ways to implement this strategy.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

I am not aware of the extent to which the Maryland Department of Transportation or other organizations currently do this.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Governor and the Maryland Department of Transportation. The Governor will engage the Secretary of the Department of Transportation to help sell the idea and implement it.

The County Executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the State of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the Governor to support it.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such improved coordination. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership. for its role in educating and mobilizing communities and the public as a whole.

Of course, the Baltimore Metropolitan Council has an important role, too, in pursuing this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | If the degree of interconnectedness is not currently being measured (such as by Census or other data) develop a database with this information. |
| 2004 | Begin to share data with State and local governments. |
| 2006 | Improvements in the inter-connectedness of transportation modality will begin to be noted. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Someone once said, “Collaboration is an unnatural act performed by unconsenting adults.” The region’s transportation system has many players, agencies, plans, and funding streams. If we can get all of the agencies and funding streams directed toward making the parts and pieces work together in a coordinated fashion, the region will benefit greatly.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the Maryland Department of Transportation about progress, and then to share that report with the County Executives and the Mayors.

Strategy #5

1. Write your strategy in full:

Conduct public information campaigns to promote awareness of transportation issues affecting the region, to inform residents of the following strategies, and to generate their support.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Form a task force to coordinate and promote information development and sharing of this information with the business and public sector in the region. The task force will:

- Collect and develop better data on transit and highway travel times and trip lengths.
- Develop an analytical protocol and conduct analyses of the relationship between capital improvement expenditures and the improvement in system operation related to specific completed project segments of highway and transit system (pre- and post-completion).
- Develop a reporting mechanism to be able to share the information with businesses and community organizations on a quarterly basis with an annual report review.

- Work with the media regional and local to create an on-going public information mechanism through regular scheduled reports on the conditions of the regional transportation system and the segments thereof.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The BMC Transportation Division currently collects data on highway speeds, trip length and travel times in the region. There is no process in place to disseminate information in the manner described in this strategy. We believe the MTA has ridership data, but lacks performance data including travel times, including wait times related to frequency of service.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Vision 2030 Oversight Committee should take the lead in fostering the development of a process to accomplish this strategy. The auditing, organizing and reporting of information should be independent of the public agencies collecting the data in order to improve its usefulness, reliability and credibility. A team of university resources using public and private university resources should be assembled to accomplish a broad-based credibility, e.g., to avoid the appearance of having political direction or goals.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Formation of a task force to provide the structure to collect and develop a process to implement this strategy. |
| 2003 | Complete development of data base. |
| 2004 | Develop a reporting system to convey information to the business community and community organizations. |
| 2004 | Engage and assist the media in developing approaches to share information via specific transportation reporting programs through various media opportunities. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

Committing to this strategy will improve the public's awareness of current transportation system conditions and the results of capital improvement programs. This will raise the priority of transportation issues in the public agenda.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

The Vision 2030 Oversight Committee can provide the leadership to foster and promote the implementation of this strategy.

Strategy #6

1. Write your strategy in full:

Expand opportunities for public input in the transportation planning process.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

While opportunities currently exist for public input and the process should not be so overbearing to completely stifle the planning process, an approved public input process needs to be implemented, (having public meetings between Christmas and New Years for a major transit plan is not an acceptable public input process).

The Baltimore Regional Transportation Board should develop a process and have it implemented through legislation or regulation that is applicable to local and State jurisdictions when conducting public hearings. This plan would ensure that adequate input is provided and prevents some of the sins of the past from occurring. This plan might prescribe the time, general locations and number of hearings to be held based upon various circumstances. It might provide that the Baltimore Regional Transportation Board have a role in the public input process for various transportation processes.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Metropolitan Planning Council should take the lead to develop and have implemented the strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2004 | A strategy developed and implemented through legislation or regulation. |
| 2006 | Report back to the leadership of the Metropolitan Planning Council on the effectiveness of the strategy. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

The public needs to be engaged in this process and feel as if they are a part of the process, not apart from the process.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, there is a role. The Vision 2030 should urge as part of their strategy the implementation of the strategy and urge the Metropolitan Planning Commission to commit to undertaking this effort.

Strategy #7

1. Write your strategy in full:

Provide incentives to incorporate transit opportunities and alternatives to auto use in new projects

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

Develop specific programs region wide that would offer financial and/or development incentives to developers that incorporate transit bicycle paths, pedestrian ways, alternative transportation opportunities in their development. This may only apply to larger developments where these opportunities are feasible, but would be an excellent start to create transit friendly development activities.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

Not aware of any direct activity other than possibly through the various county planning departments.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The County Executives and Mayor of the City of Baltimore should initiate appropriate legislation with the Maryland Department of Planning and the Office of Smart Growth providing assistance.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Develop and implement a comprehensive plan of incentives. |
| 2005 | Have Baltimore Metropolitan Council provide a report relative to the usage, successes and failures of this project. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

No.

7. Why should we commit to this strategy?

If we are to change the development patterns of this region, we must use both the carrot and the stick approach. By creating development incentives, clearly we can provide carrots of opportunity to developers to create more transit friendly and less auto dependent developments.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes, there is a role. The Vision 2030 should advocate this strategy. It needs to periodically review as part of the Baltimore Metropolitan Council the successes of this effort.

Strategy #8

1. Write your strategy in full:

Improve incentives for employers and residents in the region to use alternative transportation modes, such as mass transit, car pooling, etc.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Reduce the cost of riding mass transit (not a typographical error!)
- Provide reduced rates for parking in Downtown Baltimore for car pool vehicles.
- Eliminate tunnel and bridge tolls for cars with three or more adult passengers.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

The Mass Transit Administration currently offers:

- Regular Bus, Metro Subway, Light Rail & Commuter Express Monthly Passes
- Ten Trip Commuter Express Bus
- Transit Link Card

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Governor and the Maryland Department of Transportation. The Governor will engage the Secretary of the Department of Transportation to help sell the idea and implement it.

The County Executives and the Mayor of Baltimore. All of these persons will need to be on board to make this idea a reality. They represent a sizable proportion of the residents of the State of Maryland, and if they all get strongly behind the idea, it will represent a considerable pressure point for the Governor to support it.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such improved coordination. The GBA's role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region's County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership, for its role in educating and mobilizing communities and the public as a whole.

Of course, the Baltimore Metropolitan Council has an important role, too, in pursuing this strategy.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|--|
| 2003 | Develop proposals and corresponding fiscal note. |
| 2004 | Seek passage in 2004 Maryland General Assembly. |
| 2005 | Implement strategies in FY 2005. |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Please see this web article from California:

http://www.transitassociation.org/magazine/archive/article/features/feature2_05-00.html

7. Why should we commit to this strategy?

Encouraging more people to use mass transit is not easy. Financial and convenience incentives will help to peck away at changing attitudes.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 Oversight Committee has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the Maryland Department of Transportation about progress, and then to share that report with the County Executives and the Mayors.

Strategy #9

1. Write your strategy in full:

Create a car-share program.

2. What concrete and specific actions do you recommend to initiate the strategy? Please describe.

- Do research about the implementation of car sharing in other cities. (See item below.)
- Seek support from some (pilot project?) or all jurisdictions to implement car sharing.
- Plan the details of implementation of car sharing in the Baltimore region.
- Secure a grant or government funding to begin the program. The Abell Foundation could be a possibility.

3. Do you know of any organizations in the region already working on this strategy or a similar one? Please describe.

No.

4. Who should take the lead in initiating this strategy? What should their role be? Please describe.

The Baltimore Metropolitan Council might be the ideal organization to convene a working group to set up car sharing.

The Greater Baltimore Committee and the Greater Baltimore Alliance need to be strong partners to the effort as well. In its role as the regional policy facilitator, the GBC has an important role in helping all parties to see the need for such a comprehensive system for the health of the region. The GBA’s role is marketing the region, and marketing a region with a superior transportation network will make the region more attractive to new and expanding businesses. Also, the region’s County Executives and the Mayor of Baltimore are on the GBA.

The Baltimore Regional Partnership. For its role in educating and mobilizing communities and the public as a whole.

5. Describe a benchmark (or benchmarks) that will help us measure the success of this strategy. A benchmark is a standard against which something can be measured or assessed.

| Time Frame | Benchmark |
|------------|---|
| 2003 | Do research about the implementation of car sharing in other cities. Seek buy-in from jurisdictions to implement the program. |
| 2004 | Plan the implementation of car sharing and obtain grant or government funding. |
| 2005 | Begin car-sharing program. (This is a liberal timetable. Hopefully, the program could be begun sooner.) |

6. Are you aware of a model program at the local, state, or national level that has successfully addressed the strategy? Please indicate the name of the program, city or state in which it was implemented, and any other item that can facilitate getting additional information.

Please see the following web sites for information about car-sharing programs:

http://www.calstart.org/resources/papers/car_sharing.html

<http://www.transact.org/Progress/may01/carsharing.htm>

<http://www.peoplescar.org/>

7. Why should we commit to this strategy?

This is yet another idea to reduce the reliance on automobiles, especially for daily driving. Some people say that they have to drive a car daily because of the need for occasional use of the vehicle. Car-sharing programs can help these persons meet their vehicle needs on an as-needed basis only.

8. Is there a role for the Vision 2030 Oversight Committee in initiating or supporting the implementation of this strategy? If so, what should it be? Please describe.

Yes. The Vision 2030 Oversight Committee has an important advocacy and monitoring function. It needs to keep the strategy on the “radar screen” of the County Executives and the Mayors. It needs to seek a quarterly report from the implementation committee, and then to share that report with the County Executives and the Mayors.

Appendix 10: Regional Phone Survey

VISION 2030: SHAPING OUR REGION'S
FUTURE TOGETHER
FINAL REPORT

PREPARED BY
ACP – VISIONING & PLANNING

JANUARY 2003

RESEARCH GOALS AND OBJECTIVES

The survey was conducted with these primary goals:

- ❖ To understand which Vision 2030 issues are “hot buttons” for residents
- ❖ To test the degree to which the core values and supporting strategies that came out of the visioning process resonate with the public
- ❖ To compare regional attitudes to those nationally where appropriate
- ❖ To paint a demographic and psycho-graphic profile of residents across issue areas

METHODOLOGY

Twelve hundred and three (1,203) interviews were conducted among a random sample of Baltimore metropolitan regional residents using a CATI system. This sample size was chosen to ensure a large enough number of interviews in each of the six jurisdictions that comprise the region (Baltimore City, Carroll, Harford, Howard, Anne Arundel and Baltimore counties), and interviews were controlled to ensure accurate representation by jurisdiction. Interviews were conducted in July 2002. The margin of error for the sample as a whole is +/-2.8 percentage points at the 95% confidence level; the margin of error for subgroups is larger.

KEY FINDINGS

- The survey confirms that the core values and strategies that came out of the Vision 2030 process resonate strongly with Baltimore metropolitan regional residents. Large majorities agree that each of the core values and principals tested are important, if not “very important,” and there is no value that a meaningful number deem unimportant. The Vision 2030 strategies are also extremely popular with the public. At least two thirds favor each of the strategies tested, and there is no significant opposition to any of the strategies tested.
- The “hot button” Vision 2030 issues are education, crime and drugs and the spread of these traditionally urban problems to the counties, traffic congestion, and loss of open space. However, various groups have different issue agendas, which must be taken into consideration as Vision 2030 is marketed to the public.
- Education must be an integral part of Vision 2030, as it is a priority for regional residents and tied to many of the Vision’s issues in the public’s mind. Across the data set, education ranks as a top issue, and there is consistent concern and support for values and strategies to improve the education system across subgroups. In addition, when stacked against several other budget items, education is residents’ spending priority.
- The region’s populace clearly has a strong environmental ethic. Under this issue umbrella, loss of open space is a key Vision 2030 issue, particularly for those in more rural areas. The survey reveals a tripod of sentiment about current growth and development in the region, with majorities in the more rural counties concerned that it has been too fast, those in the more suburban counties mixed, and a significant percentage of those in the City feeling as if it has been too slow. A plurality of residents are concerned that future growth and sprawl will get worse. They believe that there must be a balance between economic growth and environmental protection, and support strategies that encourage such policies.
- There is heightened concern about traffic and congestion, particularly in the more developed suburban counties. Yet, the data reveals a car-dependent public who is not ready to consider public transportation alternatives. The survey and focus group findings suggest that while residents support improving public transportation, it will take a huge cultural shift to get most (particularly those in the counties) to actually use mass transit (if it existed).
- Residents are concerned about the region’s social problems, particularly crime and drugs. Urban residents feel the impact now, and county residents are worried about this social malaise spreading to their neighborhoods. At the same time, there is mixed support for the values and strategies that seek to tackle these social problems. The data’s subtext reveals an “us” and “them” dichotomy between urban and county residents. City residents are much stronger in their support of values and strategies that deal with urban decline, poverty, and housing opportunities for low- and

moderate-income residents, while in many cases, these are not priorities for county residents.

- Baltimore metro residents appear to be less anxious about the economy than those nationally. Under this umbrella is job mobility and opportunity, which the qualitative and quantitative data suggests will be a difficult issue on which to engage the public. Residents have a hard time connecting the dots between transportation alternatives and social equity, and thus, do not see this as a huge concern.
- Civic planning and participation are mid-tier concerns for regional residents. Residents are more interested in encouraging public participation than developing regional cooperation and coordination among local leaders. This may tie back to the ambiguity that seems to exist over a regional identity. Survey data, coupled with the qualitative findings, implies that some are confused by the notion of a “Baltimore metropolitan region.” Vision 2030 will need to spend some time educating the public and creating a regional identity.
- Statistical analysis reveals several distinct psycho-graphic and demographic segments, which will help with targeting communications efforts. There is a “Concerned Core” which represents twenty percent (20%) of the region’s populace who will be engaged on the host of Vision 2030 issues. At the same time, there is a similar number (22%) who make up the “Ambivalent” and “Apathetic” clusters; those who are fine with the status quo, and thus, do not care about this effort. In the middle lay several interesting clusters with unique profiles.

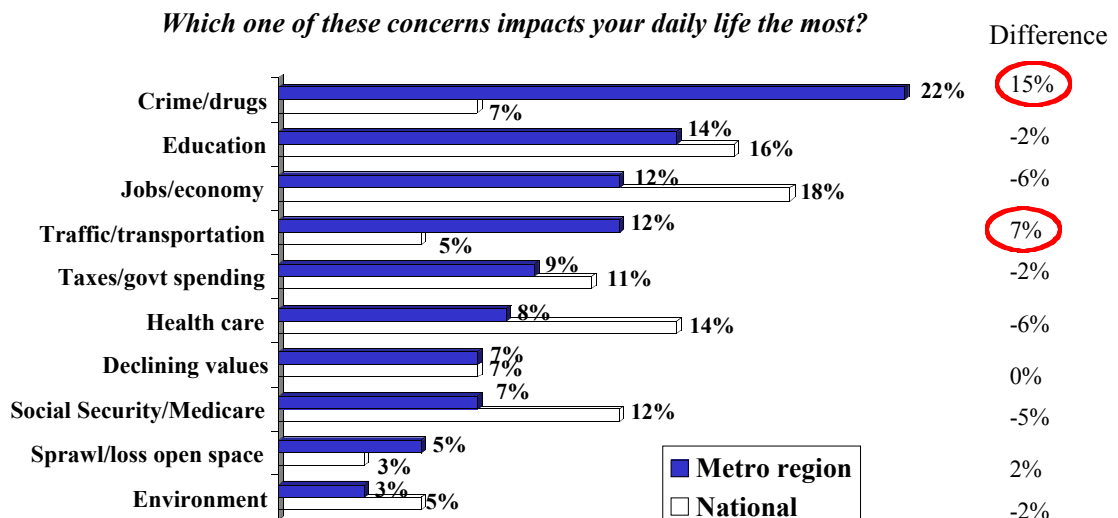
THE CONTEXT: REGIONAL RESIDENTS CONCERNS

Top General Concerns

Survey respondents were given a list of ten, general national concerns, and asked which impacts their daily life the most and the second most. This identical question was asked in a national survey conducted by the American Planning Association and the American Institute of Certified Planners in October 2000. Comparisons are made between this regional survey and the national, in order to understand how residents' priorities differ from those nationally.

Crime and drugs are major concerns for regional residents, much more so than those nationally. When given a list of ten major issue areas, almost a quarter (22%) says that crime and drugs impact their daily life the most. This is followed by education (14%); jobs and the economy (12%); and traffic, congestion, roads and transportation (12%). Fewer say they worry about taxes and government spending (9%), health care (8%), Social Security and Medicare (7%), and declining moral values (7%). The fewest list increased sprawl and loss of open space (5%) and the environment (3%) as their top concerns.

Baltimore Metropolitan Residents Are More Concerned About Crime/Drugs And Traffic Than Those Nationally



As mentioned above, Baltimore area residents are considerably more concerned about crime and drugs than the U.S. public at large. Twenty two percent (22%) of regional residents rank crime and drugs as their top concern, compared to just seven percent (7%)¹ nationally.

At the same time, there are significant regional differences within the area. Baltimore City residents are much more concerned about crime and drugs (38% list as their top concern) than those in Baltimore (19%), Howard (14%), Anne Arundel (13%), Harford (13%), and Carroll (10%) counties.

Regional residents are also more concerned about traffic, congestion, roads and transportation than the U.S. public. More than twice as many Baltimore area residents (12%) say these impact their lives as those nationally (5%).² In fact, those in Howard (19%), Anne Arundel (18%) and Harford (14%) counties say they are most concerned about traffic, congestion, roads and transportation, compared to other key issues listed above.

| TOP THREE GENERAL CONCERNS BY COUNTY/CITY | | | | | |
|---|---|---------------------|----------------------------|---------------------|----------------------------|
| Baltimore City | Anne Arundel | Howard | Harford | Carroll | Baltimore County |
| Crime/drugs (38%) | Traffic, etc. (18%) | Traffic, etc. (19%) | Traffic, etc. (14%) | Education (17%) | Crime/drugs (19%) |
| Education (14%) | Crime, taxes, education, jobs (all 13%) | Jobs/economy (18%) | Crime/drugs (13%) | Jobs/economy (16%) | Education (14%) |
| Jobs/economy (12%) | | Education (15%) | Education, jobs (both 11%) | Traffic, etc. (15%) | Taxes/govt. spending (11%) |

Direction Of The Region

Baltimore regional residents are relatively satisfied with life in this area. More area residents say things in the Baltimore metropolitan region “are heading in the right direction” (39%) than say “they are seriously off on the wrong track” (26%), but more than a third (36%) say they just “don’t know.” People in this region are more content than voters nationally. In an NBC News/Wall Street Journal poll fielded at roughly the same time, the public was split (40% said right direction, 42% said wrong track, 14% volunteered that things were “mixed”).³

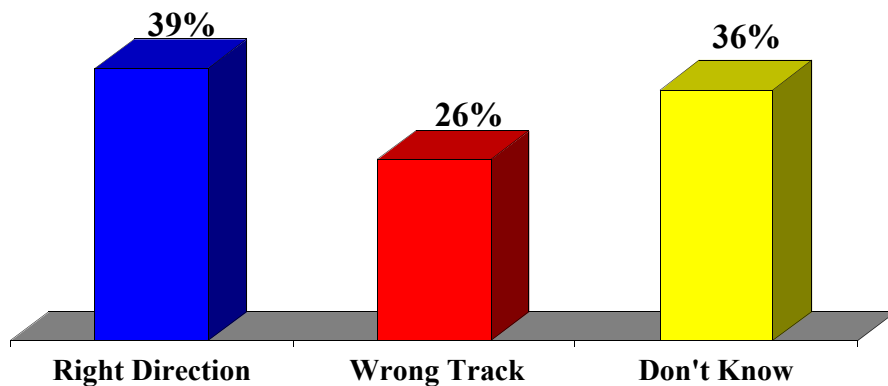
¹ The American Planning Association/The American Institute of Certified Planners, nationwide survey of 1,000 likely voters, October 2000.

² APA/AICP survey

³ NBC News/Wall Street Journal Poll, nationwide survey of 1,014 adults, July 2002. Please note that question wording varied slightly from the Vision 2030 survey.

Although More People Feel Things In The Baltimore Metropolitan Region Are Heading In The Right Direction, Almost As Many Say They Just “Don’t Know”

Do you think things in the Baltimore metropolitan region are heading in the right direction, or are they seriously off on the wrong track, or aren’t you sure?



Also interesting to note is that the number of Baltimore area residents who say they don’t know (36%) is considerably more than those in the NBC poll (4%), and there are more who have no opinion than what we have seen over time in other regions. Findings from the focus groups suggest that a considerable number are confused about what defines the “Baltimore metropolitan region.” Those in Howard (48% don’t know) and Anne Arundel (42%) are more likely to say they just do not know than those in the other counties and city.

Vision 2030 Issues

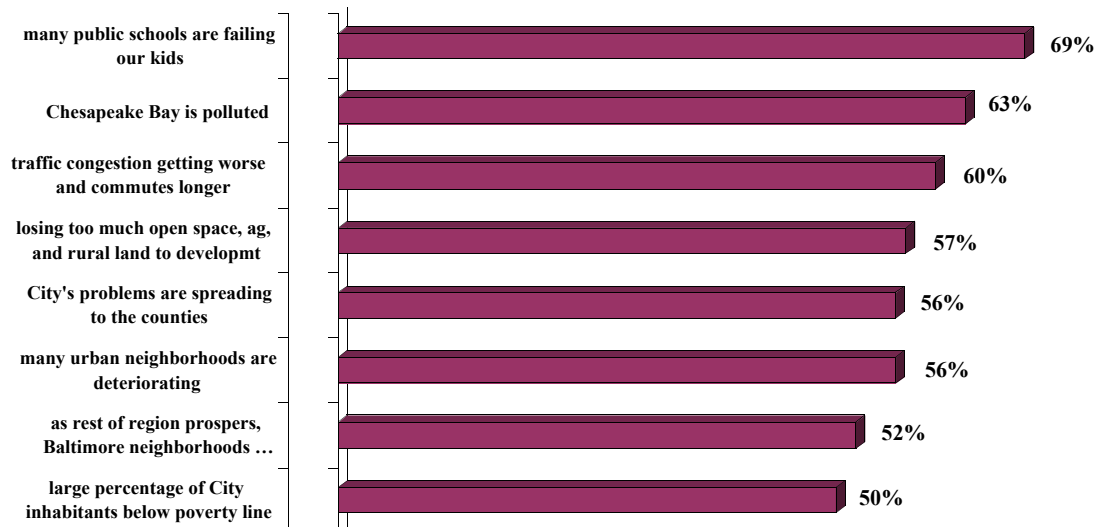
Through the focus group and visioning process, a list of “hot button” issues was generated. Survey respondents were asked to evaluate each issue, denoting if it is one of the things that concerns them most about life in the region, a great deal, some, not too much, or not at all.

At the top of their list of area concerns are the public schools – more than two thirds (69%) have at least a “great deal” of concern that “many public schools in the region are failing our children.” This is followed by the Chesapeake Bay pollution (63%); traffic congestion and long commute times (60%); and losing too much open space, agriculture and rural land to development (57%). A majority worries about urban decline and its impact on the surrounding counties. Fifty six percent (56%) of residents say they have at

least a “great deal” of concern that the City’s problems are spreading to the counties, and that many urban neighborhoods are deteriorating (56%). Area residents overall are slightly less concerned that a large percentage of City inhabitants are living below the poverty line (50%).

Among The Vision 2030 Issues Tested, Residents Are Most Concerned About Schools, The Bay, Traffic, Open Space, And Urban Decline And It’s Spread

Vision 2030 concerns: top two boxes

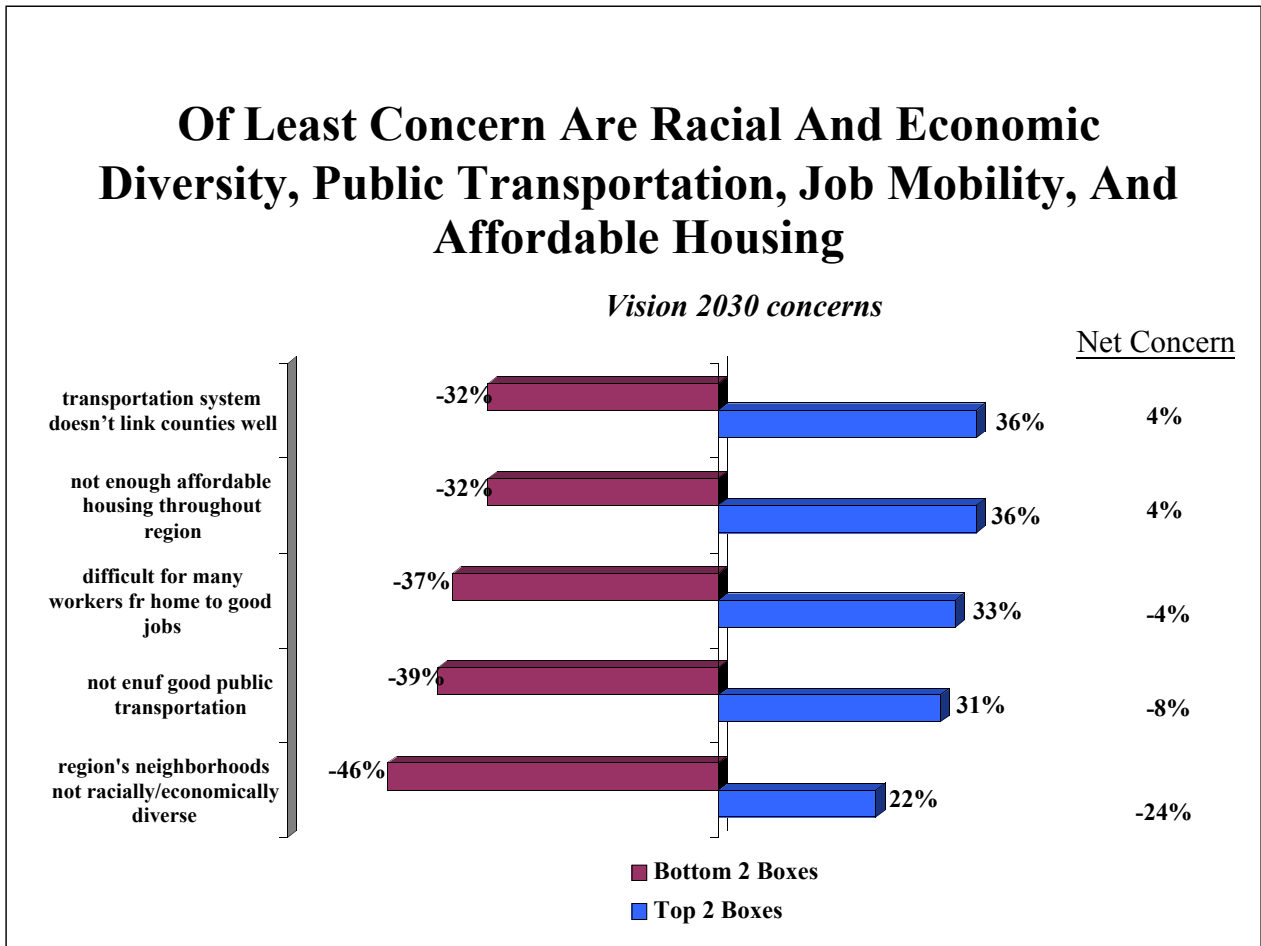


Mid-tier concerns include a host of issues that center around solving regional problems. Slightly less than a majority (45%) say they have at least a “great deal” of concern that there is not enough vision and planning to deal with the region’s problems, that there is not enough public participation in solving these problems (45%), and that there is not enough regional cooperation when it comes to these issues (38%). Also in this middle tier is concern about increased air pollution from vehicles (44%) and loss of manufacturing jobs (41%).

There are a few social issues for which almost as many or more say they are not concerned as they say are. When it comes to the amount of affordable housing throughout the region, almost as many say they are not concerned (32%) as say they are concerned (36%). More say they are not concerned about the difficulty some workers have getting to the good jobs in the region (33% concerned, 37% not concerned), and

more than twice as many say they are not concerned that the region's neighborhoods are not racially and economically diverse enough (22% concerned, 46% not concerned).

There is also depressed concern over a couple of transportation issues. Almost as many say they are not concerned (32%) about inadequate transportation linkage from county to county as say they are concerned (36%). And more say they are not concerned (39%) about the lack of good public transportation as say they care about this issue (31%).



Issue Segmentation

A statistical tool called “cluster analysis” was performed in order to understand how residents segment by issue concern. This gives a psycho-graphic and demographic portrait of the region's populace, and helps understand who will be engaged in Vision 2030 and on which issues. This cluster analysis revealed seven distinct groups, which are described below:

The Concerned Core (20% of residents): This segment cares deeply about the range of Vision 2030 issues tested. They are more likely to be from Baltimore City and characterize themselves as “urban.” There are almost as many blacks as whites in this

segment (which means they are disproportionately black). They are the most female of the segments, as well as the least educated and have the lowest income.

The Socially Conscious (7%): The cluster is most concerned about a range of social issues: public schools, urban decline, and urban poverty. In addition, this group feels like there is not enough public participation in solving regional problems, and is in general, more engaged on government and public policy. They are more likely than others to feel that growth in the region has been “too slow,” but are the most optimistic about the region’s direction and future. They are the least likely to drive to work, and thus, are not as engaged on traffic congestion. They have the largest number of City residents, and are most likely to characterize themselves as “urban.” They have a large percentage of African Americans, and are predominantly middle class.

Socially Engaged, But Not As Conscious (14%): This group is similar in its concerns to the “Socially Conscious,” but more politically apathetic. Compared to the “Socially Conscious” cluster, they are more likely to think current growth is “about right,” but that think things will get worse in the future. They have a high proportion of City residents, are predominantly middle class, and are the group with the largest number of school age children.

Environment And Transportation Agenda (20%): These residents care most about the range of environmental and transportation issues, as well as about public schools. Their interest in transportation may stem from the fact that they have the longest commute times. The majority characterize themselves as “suburban,” and is more likely to hail from Anne Arundel and Howard counties. They are the most educated segment.

Quality of Lifers (17%): This segment is most troubled about loss of their quality of life. The top items on their agenda are the spread of urban problems to the counties, loss of open space and other land to development, Chesapeake Bay pollution, as well as the failures of public schools. They are the most critical of the direction of the region, most likely to say that current growth is “too fast,” and worry that it will only get worse. They have the largest proportion of Carroll and Baltimore County residents of any of the segments. The majority characterize themselves as “suburban,” they are almost all Caucasian, and they have the largest percentage of high-income residents.

The Ambivalent (9%): This segment is neutral on all of the Vision 2030 issues tested. This might be because they think the status quo is fine, or they just do not have an opinion. They are the least likely to have a view on the direction of the region, and most likely to think growth and development are “about right.” They have a proportionate number from each of the counties and city. Their only distinguishing demographic characteristic is that they are slightly lower income.

The Apathetic (13%): This group is ambivalent or apathetic about all of the Vision 2030 issues. The majority thinks growth and development in the region is “about right,” and they are most likely to say that things will stay the same in the future. They are more

likely than other segments to characterize the area they live in as “small town” or “rural.” They have the highest proportion of men, and have a slightly higher income.

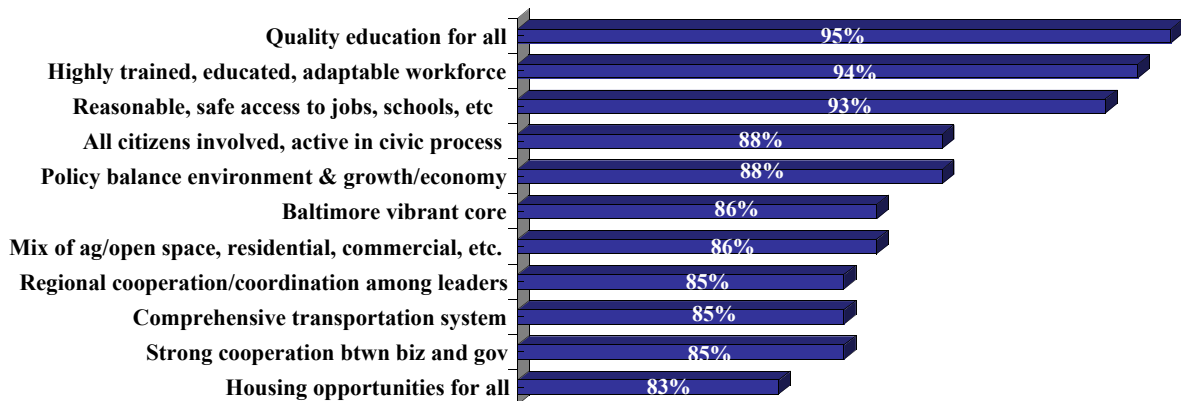
VISION 2030: VALUES AND STRATEGIES

Core Values

The Vision 2030 Subcommittees developed a body of core values and principals during a series of meetings that were held from November 2001 to March 2002. The Subcommittees focused on the following topics: Economic Development, Environment, Government and Public Policy, and Social Equity (called Livable Communities in this report). These values represent the fundamental and basic outcomes that the Subcommittees want of Vision 2030. The values were tested in the survey to see if they resonate with the general public.

All Of The Core Values That Came Out Of The Visioning Process Resonate With Area Residents

Series of statements about what life could be like in the region in the future. % who say that value important



The survey results make abundantly clear that the public shares the core values that came out of the visioning process. For each of the eleven values tested, large numbers (ranging from 83% to 95%) say that value is at least “somewhat important,” and for most, a majority believes that value is “very important”. There was not a single value which more than fifteen percent (15%) thought unimportant.

Residents' core values track closely with their top concerns. Respondents were almost unanimous in their belief that "opportunities for quality education at all levels, from early childhood to life-long learning, be available to all people" (95% say important, 84% very important). The fewest thought "strong cooperation between business and government throughout the region," having "a comprehensive transportation system that would provide a variety of transportation choices," and "regional cooperation and coordination among local leaders" were "very important" (50%, 51% and 51% respectively), though in each case large majorities found these values at least "somewhat important" (85% for each).

There were not real significant differences in how those in various counties and the city ranked these principles. Other subgroup differences will be explored later in the report.

Strategies

In June and July 2002, the Vision 2030 Oversight Committee reviewed all of the ideas gathered at the seventeen public meetings and identified fifteen vision statements and a strategy or strategies for each statement that would help accomplish the desired outcome. Primary strategies for each vision statement were tested in the survey to verify that these solutions were amenable to the general public.

At least two thirds favor each of the Vision 2030 strategies tested. In a political initiative campaign, it is conventional wisdom that an initiative does not have a chance unless two-thirds of those polled in a benchmark survey support it. Thus, one could say that each of these strategies could pass political muster.

Each Of The Strategies Tested Receives At Least Two-Thirds Support

Policies That Address Education, Open Space, And Crime Are Most Popular; Low/Moderate Income Housing The Least

Series of strategies that address the regional issues discussed in the survey. % favor



In keeping with the other findings, some of the most popular strategies center on education and training. Regional residents almost unanimously favor “developing a viable workforce by creating programs that teach vital skills and a strong work ethic in schools” (93% favor, 82% strongly favor). Similar numbers support “limiting class sizes to allow for interaction and individual attention between teachers and students” (91% favor, 79% strongly favor). Also very popular is “establishing community based programs to reduce juvenile crime” (91% favor, 80% strongly favor).

Large numbers of regional residents also support all of the environmental strategies tested, from setting aside space for recreational facilities, parks and natural areas (92% favor, 76% strongly favor); to enforcement of strong environmental laws and penalties for violators (90% favor, 77% strongly); to reducing environmental health risks (90% favor, 75% strongly).

There was also a lot of support for some of the planning strategies. Eighty six percent (86%) favor establishing strong laws that protect farmland (67% strongly favor), and eighty three percent (83%) support reinvestment in Baltimore City and the older suburbs through financial incentives to locate new businesses, develop new housing, and rehabilitate existing housing (62% strongly favor).

There were only a couple of strategies for which there was even mild opposition (30% or less). A proposal to include a percentage of housing units for low and moderate-income families in all new housing developments in the region receives two-thirds (67%) support, but thirty percent (30%) oppose it. There was also minor opposition to establishing zoning laws that encourage mixed use (75% favor, 20% oppose); passing statewide legislation for funding substance abuse treatment on demand (74% favor, 20% oppose); and dedicating state funds for improved public transportation (79% favor, 18% oppose).

THE ISSUES: A CLOSER LOOK

Education: A Closer Look

Education must be an integral part of Vision 2030, as it is a priority for Baltimore regional residents and tied to many of the Vision's issues in residents' minds. The body of quantitative data coupled with the qualitative findings, make clear that education is a priority. In the focus groups, when participants were asked to brainstorm ways to enhance life in the region, improving the schools was at the top of their lists. They explained that education was not only tied to economic opportunity, but also to curbing crime and drugs and strengthening the urban core.

Regionally, education is billed as the concern that impacts residents' life second most (after crime and drugs). Fourteen percent (14%) said it was their top issue, 12% second priority. This is in keeping with national trends. In a recent national survey conducted this summer, voters listed education and the economy as the two most important issues areas in their decision on who to vote for in Congressional elections⁴.

Results are pretty consistent from county to county, though those in Carroll County listed it as their number one concern (17%), followed closely by jobs and the economy (16%). Education is a higher priority for those who have kids (22% list as top concern), younger residents (19%), blacks (17%, compared to 12% of whites) and women (16%, compared to 11% of men).

Education tops the list of the Vision 2030 "hot button" issues. The largest number of residents (32%) say that "many public schools are failing our kids" is "one of the things that concerns them the most" about life in the region, and more than two thirds (69%) say it concerns them at least a "great deal." Those who are most concerned about public schools are Baltimore City residents (42% one of things that concerns most), blacks (39%, compared to 30% of whites), and women (35%, compared to 29% of men).

The core value related to education is also that which resonates with residents most strongly. More than eight in ten (84%) of Baltimore regional residents say that it is "very important" that "opportunities for quality education at all levels, from early childhood to life-long learning, would be available to all people," and there is almost unanimity that this value is important (95%).

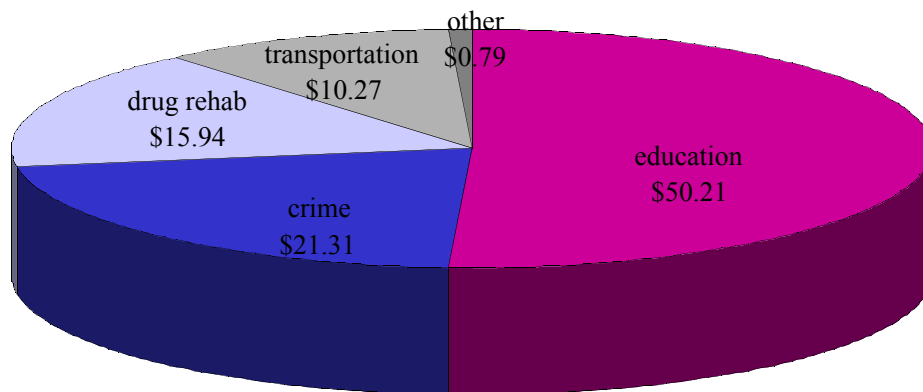
Thus it is not surprising that the two strategies tested which address education are among the most popular. "Developing a viable workforce by creating programs that teach vital skills and a strong work ethic in schools" is the strategy which receives the greatest support (93% favor, 82% strongly favor). A large majority also favors "limiting class sizes to allow for interaction and individual attention between teachers and students" (91% favor, 79% strongly favor).

⁴ National Public Radio, nationwide survey of 1,000 likely voters, June 18-24, 2002.

Education is also residents' spending priority. When asked to divide \$100 between the following four areas – transportation, crime, drug rehabilitation, and education – residents want half of those dollars (mean score of \$50.21) to go towards education.

Education Is A Spending Priority

If you were given \$100 and asked to spend it in the following four areas, how would you spend it? (mean score)



The Environment/Growth and Development: A Closer Look

Baltimore metropolitan regional residents clearly have a strong environmental ethic. Residents believe in a balance between economic growth and environmental protection, and support strategies that encourage such policies.

Environment

When compared with other general concerns, the “environment” and “increased sprawl and loss of open space” are at the bottom of the list of issues which impact one’s daily life (3% and 5% respectively list as issue which impacts their life the most). This is very similar to the results of the APA/AICP national survey. At the same time, regional residents are very concerned about a host of Vision 2030 issues under this umbrella.

In fact, two of residents’ top four concerns among the Vision 2030 issues tested were pollution of the Chesapeake Bay and loss of open space. More than six in ten (63%) say

that one of the things that concern them a great deal about life in the region is that “the Chesapeake Bay is polluted” (27% one of things that concerns them the most). These residents are less concerned that “air pollution from vehicles is increasing” (44% at least a great deal concerned, 17% one of things that concerns them the most).

Large majorities are ready to penalize those who violate current environmental protection laws. Residents almost unanimously favor a strategy to “enforce strong environmental laws that protect our air and water from pollution, with tough penalties for violating the laws” (90% favor, 77% strongly). They are also strongly supportive of policies to “reduce environmental health risks throughout the region” (90% favor, 75% strongly).

Growth, Development and Loss Of Open Space

As mentioned above, loss of open space is a key Vision 2030 issue. Almost six in ten say they have at least a great deal of concern that “we are losing too much of our open space, agriculture and rural land to development” (57% at least a great deal concerned, 27% one of most). Those who are most concerned about this live in the more rural counties. In fact, this tops the list of Vision 2030 issues for those in Carroll (78% at least a great deal concerned) and Harford (69%) counties. This is in keeping with what was expressed in the focus groups, where residents of these counties complained that their quiet life is in jeopardy as more people move out to the outlying counties to leave the burgeoning suburbs and city behind. As one respondent said, “It’s ironic. People have moved out of the metropolitan areas out in the country like Carroll County and Harford County to escape this (urban/suburban environment), and what they’ve done is they’ve created the same thing.”

Other interesting subgroup differences are along gender and racial lines. Women (62% at least great deal of concern) are more concerned about loss of open space than men (52%). Whites find this issue more pressing than blacks (61%, compared to 46%). In fact, loss of open space is a bottom tier issue for black residents. These patterns repeat across the data concerning growth and development.

Residents are mixed about the current rate of growth and development. Just as many say that the current rate of growth and development in the region has been “too fast” (39%) as say it has been “about right” (39%), and fewer think it has been “too slow” (17%). Baltimore regional residents are slightly more concerned about the rate of growth and development than those nationally, where 33% say it is too fast, 49% just right, and 14% too slow⁵.

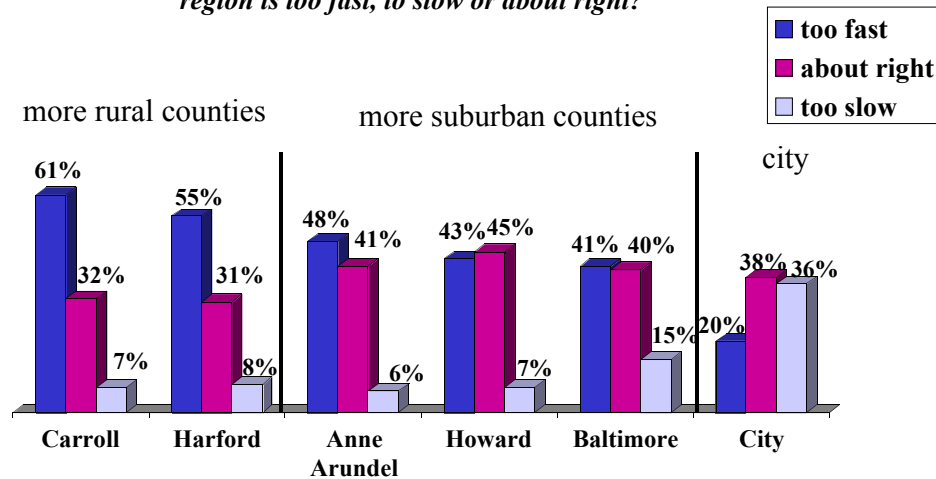
There are very interesting, though not surprising, differences between those who live in the City, the suburban counties, and the rural counties. Baltimore City residents are almost as likely to say that growth and development has been “too slow” (36%) as “about right” (38%), while the fewest say it has been “too fast” (20%). In the more suburban counties, people are just as likely to say that growth has been “too fast” as “about right” (Anne Arundel: 48% too fast and 41% about right, Baltimore: 41% and 40%, Howard:

⁵ APA/AICP survey

43% and 45%). In the more rural counties, majorities see the growth as “too fast” (Harford: 54% too fast and 31% about right, and in Carroll: 61% and 32%).

There Is A Tripod Of Sentiment Over The Current Rate Of Growth

Currently, do you think the rate of growth and development in the region is too fast, to slow or about right?



This reflects a tripod of sentiment heard in the focus groups. To those in the suburban counties, growth can mean crowding, but also economic prosperity. To those in more rural counties, it means loss of a way of life. And to urban residents, the lamentation, that as the counties grow and prosper, the City has been left behind.

Again, women are more likely to think that growth and development has been too fast than men (43% compared to 34%). Blacks are more likely to think growth has been “too slow” (35%) than “too fast” (24%), while the reverse is true for whites (45% too fast compared with 10% too slow). Similar numbers of blacks and whites think growth has been “about right” (38% and 40% respectively).

When it comes to planning and control of growth in the region over the last five years, more believe management of these issues has “stayed the same” (46%) than gotten worse (31%), and the fewest say it has “gotten better” (15%). Again, Baltimore metro residents are more critical than those nationally (38% stayed same, 26% gotten worse, 30% gotten

better)⁶. Those in the more rural counties are most disparaging of growth management (Carroll 45% and Harford 43% gotten worse).

Residents are worried about future growth and sprawl. More feel it will “get worse” (48%), than “stay the same” (30%) or “get better” (18%). Again, regional residents are slightly more pessimistic in their outlook than those nationally (41% get worse, 30% stay same, 23 get better)⁷. Baltimore City residents are more hopeful than those in the counties. While City residents are about evenly divided over the region’s future growth (32% get better, 28% get worse, 33% stay same), a majority or plurality of residents in each county think it will get worse (Carroll 66%, Anne Arundel 64%, Howard 58%, Harford 54%, Baltimore 49%).

The region’s populace believes that as the region grows, there should be a balance between environmental protection and economic development. Majorities of residents agree that “public policy should balance environmental protection, manage future growth and redevelopment and general economic prosperity” (88% important, 60% very important). They support strategies that protect sensitive areas from development. Strong majorities favor “setting aside space for recreational facilities, parks and natural areas as more land is developed” (92% favor, 76% strongly) and “establishing strong zoning laws that protect farmland” (86% favor, 67% strongly). Of note, residents in Carroll and Harford counties ranked protection of farmland as one of their two most popular strategies.

Transportation: A Closer Look

Transportation as an issue is a Catch-22. While many residents are concerned about traffic, congestion, roads and transportation, there is not as much support for transportation alternatives as there is for other strategies. In order to understand this dynamic, one must first comprehend the demographics of the region.

Transportation Demographics

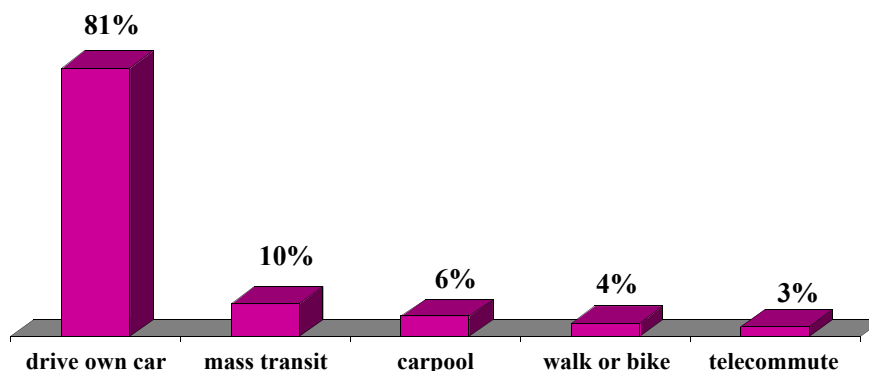
Those in the Baltimore metropolitan region are primarily car dependent, even slightly more than those nationally. Eight in ten (81%) say they drive to work, while just ten percent (10%) say they use mass transit, and fewer carpool (6%), walk or bike (4%) or telecommute (3%). Those in the region are slightly more likely to drive their car to work than those nationally (75%), but they are also slightly more likely to take public transportation (5% nationally).

⁶ APA/AICP survey

⁷ APA/AICP survey

Area Residents Are Car Dependent

*How do you typically get to work?
(asked of those who are employed; multiple answers accepted)*



Very few use mass transit to get around the region for work or entertainment. Almost three quarters (73%) say they “rarely” or “never” use public transportation. Twelve percent (12%) claims that they use mass transit everyday to at least once a week. However, in Baltimore City this number rises to twenty-eight percent (28%), while in Howard, Harford and Carroll counties this number is zero to one percent (0-1%). This presumably indicates a correlation between availability and use. In the focus groups, particularly those in the counties, participants explained that the region’s public transportation system is inadequate, and thus, not extensively used. In addition, cars afford them freedom, flexibility, accessibility and safety.

Most employed residents say they work in the region (90% work in region, 10% do not), and the majority claim that they work in the city or county in which they live (61%, 39% work elsewhere). The majority says their commute time is less than thirty minutes (61%), though almost a third (30%) say it takes between thirty minutes to an hour, and a few (6%) say it takes them more than one hour. Commute times are slightly longer than those nationally (nationally: 66% less than 30 minutes, 25% 30 minutes to hour, 3% more than hour)⁸.

⁸ APA/AICP survey.

Traffic And Congestion

Given the growth of the region, as well as its dependence on cars, it is not surprising that these residents are concerned about traffic. “Traffic, congestion, roads and transportation” was seen as a primary concern to twelve percent (12%) of the region’s populace, making it one of four top general concerns. Those in this area are more concerned about this issue than the U.S. populace (only 5% said it impacts their daily life the most)⁹. In three of the region’s counties, it was the number one issue (Howard 19%, Anne Arundel 18%, and Harford 13%), though in the City, it was a bottom tier concern (5%). Not surprisingly, those who have longer commute times and do not work in the region are more concerned about this issue.

Under the umbrella of Vision 2030 issues, traffic and commute times are in the top tier. Sixty percent (60%) of residents say they have at least a “great deal of concern” that “traffic congestion is getting worse and making commute times longer” (26% say one of the things that concerns them most about life in the region). Again, there is a dichotomy between those in the City and those in the counties who place more emphasis on this issue. Concern also differs across race and income lines with whites (63%) much more troubled than blacks (50%), and upper income residents (65%) more concerned than though in the lowest income bracket (54%). Concern heightens as commute times lengthen.

Transportation Alternatives

While residents are clearly bothered by traffic congestion, they are somewhat apprehensive about considering transportation alternatives. In fact, residents are not that troubled by the lack of public transportation options. More (39%) do not care that “there is not enough good public transportation” than express concern (31%). Interestingly, there are not a lot of subgroup differences on this issue. Frequent mass transit riders are the only group among which a majority (54%) are concerned.

The focus group findings, coupled with the transportation demographics, point to a car-dependent mentality that will be difficult to change. In the groups, participants bemoaned the region’s poor public transportation system, but when asked if they would use it if it were more accessible, most (particularly those in the counties) admitted they would not. Said one participant, “It would take a tremendous cultural shift and marketing campaign to get the minds of the people who have lived here all these years and relied on their cars to move to public transportation.”

Residents definitely support the core value of regional accessibility. They are almost unanimous in their belief that “each person should have reasonable and safe access from home to a good job, schools, shopping, open space and recreation, and quality medical care” (93% important, 76% very important). To most, however, “reasonable access” is probably equated with driving.

⁹ APA/AICP survey

Residents also say that it is important for “the region to have a comprehensive transportation system that would provide a variety of transportation choices,” they just might not take advantage of it. More than eight in ten (85%) feel this is important, with a slight majority (51%) saying it is “very important.” This is, however, less important than most of the core values tested. In the same vein, more than three quarters (79%) support “dedicating state funds for improved public transportation” (51% favor strongly). But again, this is one of the less popular strategies tested. Those who support this most strongly are frequent mass transit users (86% favor, 75% strongly), blacks (87%, 63%) and City dwellers (86%, 63%). These, of course, are the groups who have the most experience with and need for such options.

Economic Development: A Closer Look

Baltimore metro residents appear to be less anxious about the economy than those nationally. In virtually every national survey taken this summer, the economy and education top the list of national priorities. However, fewer regional residents chose jobs and the economy (12%) than crime and drugs (22%) and education (14%) as that issue which impacts their daily life the most, and the same number chose traffic and congestion (12%). The largest number of middle class residents (19%), younger men (18%), and Howard County residents (18%) say this is their top concern, however, it is still the number two concern among each of these subgroups.

The Region’s Workforce

Of course, residents want a “highly trained, educated and adaptable workforce” (94% say important 70% very important). The focus groups suggested that residents might be worried about the decrease in manufacturing jobs in the region. Forty-one percent (41%) say this is a top regional issue for them, making it a mid-tier concern. This is of greatest concern to blacks (56%), those who live in the city (53%), seniors (51%), and older men (50%).

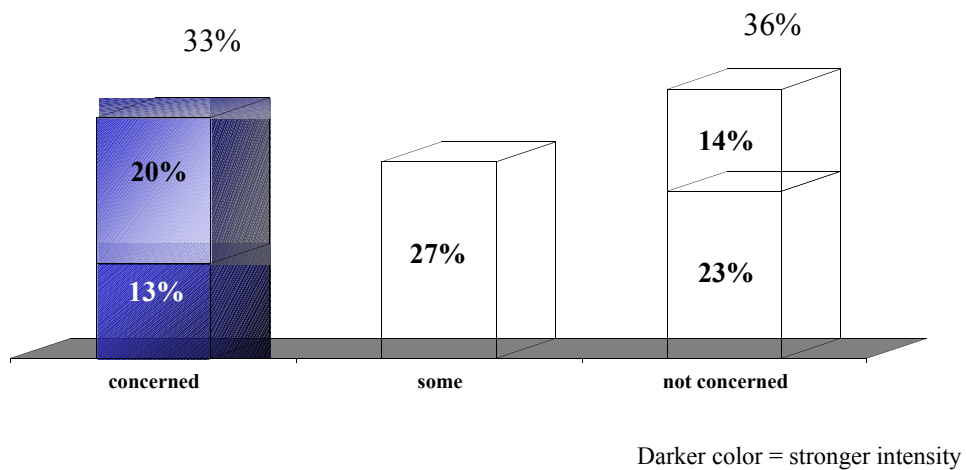
Job Mobility

The qualitative and quantitative data suggests that job mobility and opportunity will be a difficult issue in which to engage residents. During the focus groups, it was hard to get participants to make a connection between transportation alternatives and social equity. Only after a great deal of probing could respondents articulate the economic implications of not having decent transportation choices.

The survey bears out these findings. In the poll, respondents were asked how concerned they are that “it is difficult for many workers to get from where they live to where the good jobs are.” Only a third (33%) say they are concerned about this issue, and slightly more (36%) say they are not. This is a bigger issue for those who live in the city (47%) and those who do not work in the region (47%), but mass transit riders are the only group among which there is majority concern (58%).

Job Mobility Is Not A Key Concern

concern that "it is difficult for many workers to get from where they live to where the good jobs are"



Mixed Use

Residents support the notion of mixed use, but it is not a priority. More than eight in ten (86%) say it is important that “the region have a mix of agriculture, open space, forests, small towns, working areas, residential and commercial areas” (55% say “very important”). However, this value is deemed less important than most. Interestingly, those in the more rural counties found this to be more important than other residents (Harford County: 65% say “very important”, Carroll County: 65%). This issue is also more important to those who are concerned about increased sprawl (73% say very important), which suggests that this is tied to rural residents strong desire to protect their land from unplanned development.

There is majority support for “establishing zoning laws that encourage a mix of residential and commercial development that is accessible by public transportation” (75% favor, 48% strongly favor). Again, this is one of the less popular strategies.

Livable Communities: A Closer Look

Residents are concerned about the region's social problems, particularly crime and drugs. Urban residents feel the impact now, and county residents are worried about this social malaise spreading to their neighborhoods. At the same time, there is mixed support for the values and strategies that seek to tackle these tough social problems. The data's subtext reveals a suburban populace who does not feel responsible for shouldering the social burdens of the urban core, and wants to insulate itself from these worries.

Crime and Drugs

Crime and drugs tops the list of issues that impact one's life the most on a daily basis. Almost a quarter (22%) of regional residents list crime and drugs as their top concern. However, this significant percentage is driven by the intensity of concern among Baltimore City residents. Almost four in ten (38%) city respondents say crime and drugs was their primary concern, compared with much smaller numbers in the counties (ranging from 19% in Baltimore County to 10% in Carroll). Baltimore County is the only other place where crime and drugs was residents' top concern (19%).

There are also large racial differences – 34% of blacks say crime and drugs impacts their daily life the most, compared to just 17% of whites. In addition, there is a slight age divide – those under 45 years of age are more concerned about these issues (25%) than those 45 and older (19%).

It is not surprising that there is tremendous support for “establishing community based programs to reduce juvenile crime.” Eight in ten (80%) say they strongly favor and another eleven percent (11%) somewhat favor (91% favor) implementing such programs. There is also clear support (74% favor, 53% strongly) for “passing statewide legislation that provides funding for substance abuse treatment on demand.” As mentioned above, this is one of the strategies for which there was a small amount of opposition (20% overall). Opposition is strongest, though still not significant, in Carroll County (33%), among high-income residents (29%), and older men (26%).

Urban Decline And Its Spread

Baltimore City residents are extremely worried about urban decline. More than three quarters (78%) of city residents say they have at least a “great deal” of concern that urban neighborhoods are deteriorating. Conversely, county residents are not that worried about urban decline. Less than four in ten in Carroll (36%), Anne Arundel (39%), Harford (39%) and Howard Counties (40%) say they have at least a “great deal” of concern about the deterioration of City neighborhoods. Only in Baltimore County, do a majority (56%) say this troubles them.

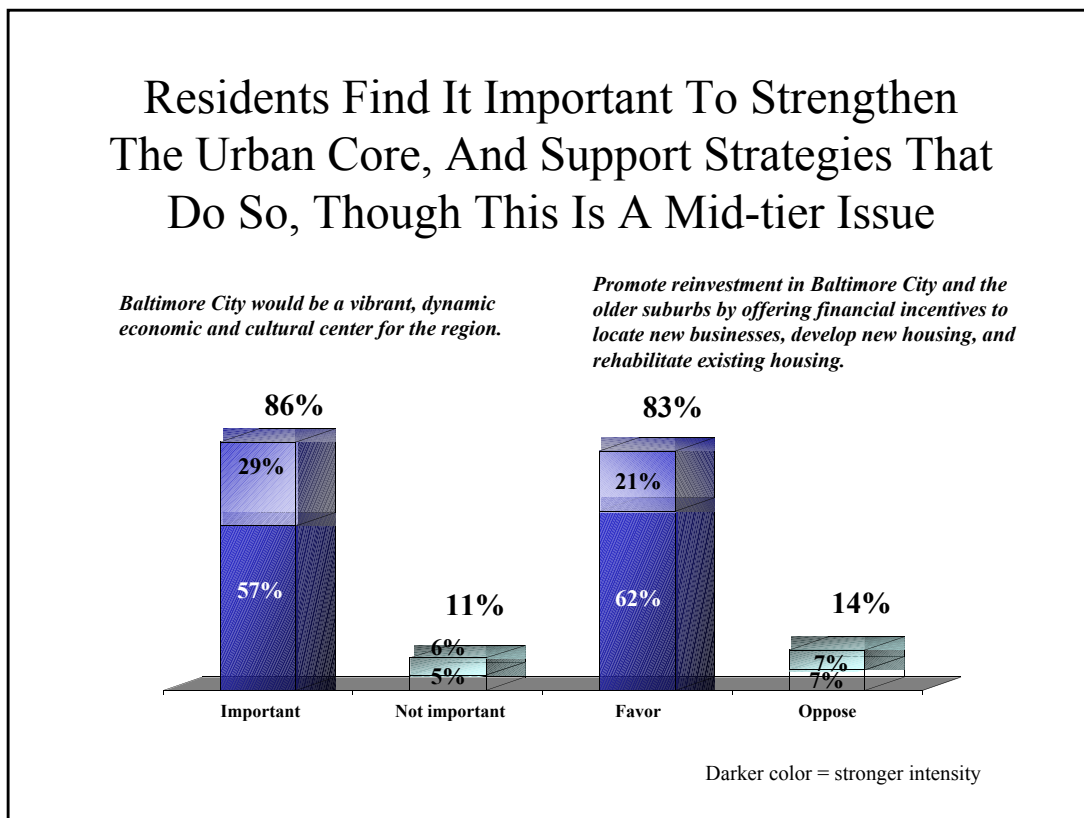
A majority of regional residents, however, have a “great deal” of concern that the City’s problems are spreading to the counties that surround it (56% at least a great deal concerned). This is particularly true in Carroll (72%), Baltimore (67%) and Harford (61%) counties. Thus, while county residents are concerned that urban problems will spread to their neighborhoods, they do not care as much about the root cause.

This is further evidenced by the urban/suburban dichotomy about urban poverty. Almost seven in ten (69%) City residents say they have at least a “great deal” of concern that a large percentage of City residents live below the poverty line. Again, much fewer in the counties are trouble by this (31% Carroll, 35% Harford, 36% Anne Arundel, 48% Howard, and 50% Baltimore). There are also racial differences – while 67% of blacks say they are at least a “great deal” concerned about urban poverty, just 43% of whites concur.

A survey technique called a “split sample simulation” reveals that residents are slightly more likely to be concerned about urban decline when described as “urban neighborhoods” (56% concerned at least a great deal) rather than “Baltimore neighborhoods” (52%). This and the other data points suggest that it will be easier to engage people on these issues if they are not labeled as distinctly “Baltimore City” problems.

Strengthening The Urban Core

At the same time, a large number believe that is important that Baltimore City “be a



vibrant, dynamic economic and cultural center for the region” (86% important, 57% very important). This is, however, one of the “mid-tier” values. This is because, again, there is a regional chasm. While seven in ten (70%) Baltimore City residents see this as “very important,” significantly fewer in the counties agree (57% Baltimore County, 52%, Howard, 52% Harford, 44% Anne Arundel, 44% Carroll). There are also differences between women and men (61% versus 52%), blacks and whites (67% versus 52%), and younger residents (18 to 34 years of age) and those over 45 years of age (63% versus 55%).

There are some interesting psycho-graphic differences. Those who believe things in the region are headed in the “right direction” are much more likely to think it “very important” that Baltimore City be a strong urban core than those who see the region moving in the “wrong direction” (65% compared to 50%). In addition, those who think current growth is “too slow” are much more likely to find strengthening the core “very important” than those who believe growth is “too fast” (67% versus 53%). This goes back to the focus group findings, where participants noted that there has been some urban revitalization in recent years, however, there are still only pockets of prosperity. There is a “Socially Conscious” group (see segmentation) who believes that revitalization should and will increase, improving the region’s health.

There is also support for “promoting reinvestment in Baltimore City and the older suburbs by offering financial incentives to locate new businesses, develop new housing, and rehabilitate existing housing.” Eighty two percent (82%) favor such an initiative (62% strongly), and (13%) oppose. Again, this strategy receives mid-tier support. Similar demographic patterns are revealed when looking at differences in strong support. Again, those in the City are more supportive than those in the counties, though there is majority support across all locales. There is also stronger support from women than men, blacks than whites, and lower income versus upper income residents.

Inclusive Communities

Though there is support for the philosophy of “inclusive communities” which provide housing opportunities for all regardless of race or income, this is not an issue for which there is a great deal of concern regionally.

When asked if they are concerned that “the region’s neighborhoods are not racially and economically diverse,” more than twice as many regional residents say they are not concerned (46%) than say they are (22%), and twenty eight percent (28%) lie somewhere in middle. This is the Vision 2030 issue tested for which there is the least concern. In fact, blacks are the only subgroup whom are more concerned than not concerned, and only slightly (36% concerned, 29% not concerned, 31% in middle). Those in Baltimore City are split (33% concerned, 34% not concerned), but many more are not concerned in the counties.

In addition, affordable housing is a bottom tier issue for regional residents. Slightly more are concerned (36%) than not concerned (32%) that “there is not enough affordable

housing throughout the region,” with almost a third (28%) saying they are just somewhat concerned. There is the greatest concern in Baltimore City (48% concerned, 27% not) and Howard County (45% concerned, 24% not), while in Harford and Carroll counties more are not concerned than concerned. Those who are most concerned about affordable housing are blacks (58%), low-income residents (52%), 18-34 year olds (46%), and women (42%).

While there is not a large amount of concern about these issues, a large number clearly agree with the core value: “communities throughout the region would include housing opportunities for people of all racial, social and economic backgrounds.” More than eight in ten (83%) say this is important, and a majority (57%) feels this way strongly.

Although this is not seen as one of the most important values, it is viewed as at least “somewhat” important by large numbers of each subgroup. More than seven in ten in each county say inclusive communities are important, but there exist the same regional differences seen throughout when it comes to strong agreement. Those in Baltimore City are much more likely to say this is “very important” (74%) than county residents, as well as blacks (82%), renters (71%), low income (70%), and younger women (65%). There is there is also a slight gender divide (61% very important among women, 52% among men).

There is majority support (67% favor, 46% strongly) for a strategy, which states: “for all new housing developments in the region, include a percentage of housing units for low and moderate income families.” However, this is the least popular of all the strategies tested. Though there is only mild opposition, the largest number of residents opposes this strategy (30% oppose).

While there is majority support in each of the counties, this strategy is far more popular in the City (81% favor, 67% strongly), and least popular in Carroll County where there is only the slightest of majority approval (52% favor, 41% oppose). The staunchest supporters again are blacks (85% favor, 73% strongly), low-income residents (81% favor, 67% strongly), and renters (78% favor, 60% strongly). Interestingly, this is the one social issue for which there is the strongest support among seniors (75% favor, 58% strongly), compared to their younger cohorts. One might infer that this is because many seniors are living on a fixed income, as well as transitioning to new housing in the latter stages of life.

Government And Public Policy: A Closer Look

Civic planning and participation are not typically sexy issues for people, and Baltimore residents are no different. All of these issues tested in the survey are mid-tier concerns. Residents are slightly more likely to care about a lack of public participation (45% concerned) or vision and planning (45%) in solving the region’s problems, than regional cooperation (38%). This might tie back to the ambiguity over a regional identity.

This same pattern bears true when testing the core values. Larger numbers (61%) think it is “very important” that “all citizens in the region be involved members of their communities, actively participating in the civic process to make well-informed decisions and to choose good leaders.” Fewer believe that it is important that there be “regional cooperation and coordination among local leaders in areas where regional solutions have a role” (51% say “very important”). Those who see civic participation as most important are those who probably feel most disenfranchised (city dwellers: 73%, blacks: 71% and low-income residents: 69%). Those in the City are most excited about promoting regional cooperation (61% say very important), while those in Carroll County seem most ambivalent about such a solution (36%).

Residents do see a role for business. Eighty-five percent (85%) say it is important that “there be strong cooperation between business and government throughout the region.” However, only half (50%) feel this way strongly. This planning value is one that is not as vital to the area’s populace as the other values tested.

Appendix 11: Community Choices

VISION 2030: SHAPING OUR REGION'S FUTURE TOGETHER
FINAL REPORT

PREPARED BY

ACP – VISIONING & PLANNING

JANUARY 2003

Results of Community Choices

On September 18, 2002, Community Choices was conducted as a forum for collecting comments on the core values, vision statements and strategies developed for Vision 2030. Residents from throughout the region attended. The forum was divided into two sections: assembly and small group workshop.

The opening 45-minute assembly provided an overview of Vision 2030. Next, the participants worked in small groups for one hour to discuss in detail the core values, vision statements, and strategies and share their comments. All comments were documented by the group's facilitator on flipchart paper as well as on a tape recorder.

The participants selected which of the four small groups in which they would work. The four groups and the associated visions discussed during the workshop are listed below.

- Economic Development and Education (Economic Development, Redevelopment, Farmland and Agriculture, and Education)
- Environment (Environment, Land Use, Parks and Open Space, and Neighborhood and Community Character)
- Livable Communities (Housing, Social Issues, Public Safety and Crime Reduction, and Health)
- Transportation and Government and Public Policy (Transportation and Government and Public Policy)

The small group workshops resulted in valuable discussions of the core values, vision statements, and strategies. The vast majority of participants supported the core values, vision statements, and strategies that were developed for Vision 2030 and made suggestions for refining them further. The following section includes the detailed output from each of the small groups.

Many of the comments refer to a specific core values, vision statements, or strategies. The code numbers cited in the comments refer to specific core values, vision statements, and strategies in the Community Choices handout, which was distributed to all participants. Please use the handout for reference.

Participants were also given comment cards to submit additional comments or reactions. These comments are included below.

Group 1: Economic Development and Education

Economic Development

1. A2 – No conflict between business-friendly & environmentally-friendly (A5)
2. Replace “well-paying with “fair living wage”
3. Skills training & education is vital to economic development

4. Work ethic needs to be taught by families & other venues not just formal education
5. A7 supports A5
6. Even successful students w/ good educations can't find jobs in the region – moving out
7. Nothing in strategies talks about creating: living wage jobs” vs. “dead-end jobs”

Redevelopment

1. Can't control movement of people in the region, must plan now for transportation
2. Transit \$ should go to areas that want it
3. B3 – What are the priorities – need clarity do all counties have to agree
4. Need to plan transit because work and residents are separate
5. Harford and Carroll are going to get ripped if they don't start to plan and get alternatives to autos

Farmland and Agriculture

1. Support for B1 and B2 for farm and Ag

Education

1. Must also teach values in school
2. EDU A1 – critical to interactive w/ students for value education
3. Education = get jobs and crime
4. Seems to be a gap between K-12 and E.D. A1
5. No strategy seems to try and leverage existing educational institutions – local people can/should take advantage
6. Parent participation in educations is key to success of student – how to do it? How do they become part? Parents need to participate and be accountable
7. Need sense of shared value in education between teachers and parents
8. No focus on corporate and educational sabbatical
9. Need to incorporate multicultural/language education
10. A2 & A5 (education) get institutions of higher learning from region involved as well as companies
11. Need incentives to working in urban schools (higher pay, mentors etc.)
12. A2 (educate) community needs to reach out to school rather than waiting for school to take first step.
13. County Gov't is huge and local Gov't is small, so education is highly centralized – maybe not the best system – bureaucratic
14. Vision has to get to state level to overcome parochialism at local level

General Comments

1. Need to examine relationship between economic development and education w/ crime and drugs
2. Drugs are currency
3. Issues are complicated and its nice to see people talking about it now
4. We need to really identify and address the obstacles and problems that prevent us from moving forward need to make and implement a game plan to attack problems
5. Need regional solutions among regional partners not the state
6. Need stronger legislation to solve social problems/crime
7. Takes state dollars to fund regional incentives

Group 2: Environment**Environment**

1. Relationship between neighborhoods and Chesapeake Bay help restore, protect, etc. A1 is unclear, should the statement include site and building efficiency, Gov't and communities all-inclusive should address it. Include fuel, heating, renewable energy which is in addition to energy efficiency for example solar energy.
2. Educational and incentive programs that support energy conservation
3. Encourage builders to leave trees – do not allow builders to clear cut lots and building sites
4. Include drinking water ensure covered in blanket statement of water
5. Create a program which rewards companies for responsible environmental stewardship
6. The bay is important and should be a strategy of its own
7. Restore levels established by Chesapeake Bay Agreement and extent up to 2030 and continue to improve upon its condition

Land Use

1. Require developers to develop habitat plans for all sites
2. C1 defining of Baltimore regional rail system plan

Parks and Open Space

1. Bikeways to connect communities workplaces and recreation sites

Neighborhood and Community Character

1. Verbs and language used in E1 change examine to adopt, should read, adopt zoning for. . .
2. Include walkable and bikable transportation routes
3. E3 promote bikeways passageways over main trans. arteries

General Comments

1. Keep vision statement B in the environmental section
2. Insert public officials before individuals

Group 3: Livable Communities**Housing**

1. A3 Disturbed in telephone survey, many people didn't want to see changes in rural and economic diversity of neighborhoods
2. A6 – aid to fixed income people who want to remain in their homes
3. People oppose development of low income affordable housing
4. A1 Monetary price more affordable housing. Required lower income/same quality of housing
5. Old people are left behind/poor people spruce up their home. No equity.
6. Old heating/plumbing systems
7. Housing strategies are based on market realities
8. Home owners with aging houses
9. Absented landlords must take care of their property. Don't want to destroy cities and communities because of absent minded landlords

Social Issues

1. Racially and economically diverse neighborhoods – B3
2. Aging fixed population – helping people
3. B3 We are becoming more racially diverse. People are afraid of dogs due to public transportation
4. “Not in my backyard”. People should earn their way. Baltimore sued by ACEU. Worst cities in terms of diversity cities are very economically and racially segregated
5. B2 Not an exciting place to spend money, underground, won't win votes
6. B2 Drought awful on facilities
7. B2 Howard County – New water main infrastructure. They will pay. Have notes on lower end of scale. Catonsville is paying for Howard County water mains. Catonsville is not getting new water, have vs. have nots
8. Pilot programs. Juveniles work w/ people their victimizing. Not system wide. Harder to maintain
9. Drug dealers' are talking to people in neighborhoods. Dialogue. They each explain their situation. Communities and drug dealers.
10. Drug dealers. Are kids being listened to, how do they get to the crime
11. A lot of communication between person and the “corner” and the neighborhood. No police presence. Police can't make things happen. Conversations w/ drug dealers have been tried.

12. Kids need an alternative to jail time, jail time does not work for rehabilitation
13. B3 Mass exodus of black middle class in the 70's into Baltimore County. Need to have opportunity to move out. Must see a way out.
14. B3 Recreation can be an excellent tool. We need it. When recreation closed down there was no place for kids to go, Baltimore City and County affect one another
15. Better public transportation
16. Vested interest in community = sense of self worth

Public Safety and Crime Reduction

1. Public safety
2. Reducing fear (C) of crime and drugs
3. Crime reduction – mediation – neighbor to neighbor or victim to offender reconciliation programs
4. Adequate public facilities (schools, parks, playgrounds etc. . .)
5. A lot of people want to be in a safe neighborhood
6. Baltimore county constituents scream about public facilities. Playgrounds . . . aging sewer. Are they adequate enough? Can't stay economically viable if you don't have adequate facilities
7. C4 Public safety law problem, time for strategy changes
8. There are not adequate public facilities, if we make recreational opportunities and alternatives to drugs the kids of Baltimore should not get in trouble.
9. No support for these extracurricular neighborhoods. Communities need another presence other than police, maybe block watch or community associations

Health

1. Health strategies (D) drug treatment
2. Undesirables fall in same category, facilities in a mixed use environment will increase
3. Universal healthcare – money for drug treatment. Organizational healthcare for all.
4. Drug treatment – people need to be willing to go
5. Treatment slots – not enough, too expensive. Do they cost money?
6. More slots, affordable – don't have money
7. High % of people supported drug treatment, do people support treatment facilities in their communities
8. Not in my backyard people don't want to live next to a Meth clinic
9. We really believe in it. Need policies. Don't congregate. How Meth clinics operate? Safety.
10. Residential areas may not be the best place for drug facilities

Group 4: Transportation and Government and Public Policy**Transportation**

1. T1 Funding is not adequate, there is a proposal for dedicated sources, instead take out dedicated source
2. Need to think about transporting goods and hazardous materials in a different way, this is missing from strategies
3. There is an archaic tax on rails now – need to look at this – impending ability to have more rail miles – unnecessary taxes on rails
4. Need a legal structure for rail companies to acquire right of ways
5. Need coordinated approach to all transportation planning to create synergies coordinating modes and jurisdictions. Rail system plans do not address goods and transportation, could save money
6. All of this impact public health
7. Public transit needs to be time compatible with the automobile, this is part of Baltimore’s regional rail plan, although it first implies keeping all modes of trans. Fast
8. T7 Leaves out the eastern side of region – they are in the rail plan, not here, needs to be more connected
9. No more at grade rail systems
10. Baltimore regional rail plan is based on outdated travel patterns
11. T8 Does not address this, and needs to emphasize the importance of time compatibility, some say rail plan is the way to go, jobs are still in the city
12. T5 What are “new projects” needs to be specific
13. T6 What are alternative modes – what is important is moving volumes of people more efficiently
14. We can afford to set aside land to go beyond the rail plan – need to be prepared to go beyond the rail plan
15. Need to expand the rail system plan and only implement part of it in next thirty years
16. Too different to buy transit cards
17. Need better connections between systems and jurisdictions
18. Van services that exist are too expensive, no accessibility to certain people because of cost
19. Need to encourage more entrepreneurs in transit
20. Make a transit card currency for the region
21. T8 needs to say more about connecting systems and jurisdictions
22. More communication between jurisdictional bodies that control transportation
23. Need more information for public on options, perhaps a state atlas that shows all of the state transportation options
24. Need to add strategy about the need for more public information, maps on each bus showing the whole trans. route etc. . .
25. Need to invite people into the process of transportation funding

26. Need to provide transit access that is not intrusive
27. Need more information about transit, transit does not cause crime

Government and Public Policy

1. Address private and public connections, don't drive private curators out of business
2. Not enough emphasis in vision statement about selling programs and getting citizens to buy-in
3. Necessary to have a private advocacy group to go ahead with planning – add advocacy groups to the strategies
4. Should and existing group take this on – why start a new organization
5. Core value participation – not everyone want this need to establish the vision, and communicate it to the public officials. So people don't have to do this
6. Should expect public officials to listen
7. Core value should be that people are involved actively in civic life
8. Need something that involves citizens and politicians in issues other than transportation
9. Need specific goals and show how to get there. Also need a pitch to the public, show the public the benefits of implementation
10. Should campaign finance reform be addressed here?
11. Need to look at unintended consequences of plans
12. Need to propose initiatives addressing the issues in the vision
13. Rather than a new entity – consolidate entities – more coherent approach
14. Need to say something about outreach to involve more people
15. If it is more political, more people would be involved
16. Educate people in the region about what a region is, transportation too

Vision 2030 Community Choices Comment Cards

The following were transcribed from Community Choices comment cards.

- Economic Development – 1) Emphasis on partnerships between industry and education to identify needed skills. 2) Provide training for these skills in schools and as continuing education. 3) Provide Co-op work programs related to education A4.
- Partnering Skills – Teach parents and require parent participation in education. This is great, but how can you do this? Provide evening programs to train parents in how to help their children. Developing plans for redevelopment is critical.
- A very good discussion, very enjoyable, but plowing fields already planted. Need to give people a perspective and an outcome to

follow. Does the vision for development and education address the concerns and needs of the region?

- The strategies listed under education are key to school reform. Integration of school, parent community and local economic community.
- Page 8. Is K-16 intended to be K-12? Or are we saying that we have raised our expectation to include a college degree? If so is that practical to expect all children to obtain a college degree? Or are we precluding the need for qualified tradesmen/women in fields of endeavor, which pay good wages?
- Page 7. A2 + Page 9 A5. Can we achieve one without it being at the expense of the other? Perhaps a business friendly climate needs some minor definition.
- A7 Economic Development – This recommends something that already exists. There is the state workforce development board (GWIB) and local boards (BWIB)
- Education – While the vision mentions pre K-16, but the strategies focus on K-12. What about early childhood education and development and higher education? Shouldn't higher education be expected to offer programs consistently with the economic development directions of the region?
- We need to recognize that the job opportunities of 30 yrs. do not exist. We need to find ways to allow people to make the same kind of living that existed for people in those areas 30 yrs. ago, but based on today's job opportunities.
- Under transportation, I think a major strategy needs to be a comprehensive restructuring of existing bus routes to make them more comprehensible and efficient. Under Gov't and Public Policy, I think a strategy needs to include regionally based funding strategies (such as arts, culture, etc. . .). Farmland and Agriculture should be included under the environment thematic area. Beware the wordsmith taking place at the 9/18 meeting adds specifics that narrow the scope of the plan. While large portions of the public weren't in support of expanded transit, they want others to use transit so we need to expand transit.
- A3 Educational information for the public and elected officials
- B Farmlands and Agriculture move to economic development. I can see the economic connection, however, "Chesapeake Bay Watershed protection goals and policies" belong to the environment section. Also the word watershed should include the term drinking water if we specifically mention the Chesapeake Bay. I agree with the group made and didn't make.
- An exceptional vision and process. Bravo to ACP and all those involved. Thank you for the opportunity to participate.
- Retain vision statement B and strengthen language-supporting stewardship of Bay. Environmental issues should not be seen as impediments to regional growth, but viewed as integral to

economic growth and sustainability within the region. As an example, the growth of farmers markets in the state can make farming a sustainable business. As a sustainable business the land would not need to be sold to likely developers. Adding comments supporting Bay stewardship will help ensure that a healthy farm economy is not injurious to the Bay.

- I would hate to see farmland viewed as only an economic issue!! Its impact on the environment is worth noting.
- This is a wonderful vision I surely hope we can obtain.
- Farmland and Agriculture seem to involve more environmental issues than economic development. I would suggest it be moved back to environmental. Also I would suggest habitat conservation as an environmental principle included in the A vision statement.
- It was interesting to hear about the telephone survey results in detail. It is exciting that this is happening. Why haven't I heard about it sooner? Why aren't their hundreds of people here? The facilitator was not comfortable and read the script the whole time; this was not comfortable as a participant.